

## Table of Contents

I. – Introduction	2
II. – Mission Statement	3
III. – Statement of Policy	4
A. Purpose	4
B. Appointment of Senior Advisors	4
C. Outline of Responsibilities for Senior Advisors	5
D. Senior Advisor Expenses	6
E. Outside Activities	7
F. Support for Senior Advisor Program	7
G. Approval of and Amendments to the Statement of Policy	7
IV. – Senior Advisor Program Guidelines	8
A. Purpose of Senior Advisor Program	8
B. Guidelines for Senior Advisors	8
C. Guidelines for ICMA	9
D. Guidelines for State Sponsors	9
V. – Activity and Expense Reports	
A. General Information	10
B. Sample Reports	11
1. Sample Activity Report	11
2. Sample Activity and Expense Report	12
3. Sample Activity and Expense Report	14
4. MTCMA Quarterly Expense Report Form	16
VI. – Tips for Senior Advisors	
A. Responsibilities of Senior Advisors	18
B. Personal Counseling	19
VII. – Frequently Asked Questions of Senior Advisors	20
VIII. – Support for Senior Advisors	21
IX. – Business Card Order Form	22
X. – Key ICMA Initiative Program	23

## **I-Introduction to the ICMA Senior Advisor Program**

The ICMA Senior Advisor program was established by the Executive Board in 1974 to make the counsel, experience and support of respected, retired managers of the profession available to city and county managers and administrators. Senior Advisors are retired managers with long experience and great respect in the profession who volunteer their time to provide a unique source of outside counsel to their colleagues.

Senior Advisors are available to meet periodically with members in their state or area to discuss the profession and the concerns of managers. Discussions range from problems with mayors and councils, overall management questions, relations with ICMA, responses to local controversies such as referenda on the council-manager plan to career development counseling.

All discussions are on a confidential basis. Senior Advisors are friends, colleagues and counselors to the profession—not consultants. The Senior Advisor program is designed to help with personal and professional issues, not to provide technical assistance or solve substantive problems in a local government. Senior Advisors also assist communities interested in adopting or retaining council-manager government. However, Senior Advisors may consult to local governments as individuals, on a part-time basis, as long as the consulting does not impair the effectiveness of the Senior Advisor. The Senior Advisor guidelines contain advice for Senior Advisors who do part-time consulting.

One other distinction should be made. The term Senior Advisor is sometimes confused with circuit rider. Circuit riders or shared administrators are actually paid professionals who serve more than one community. They may not have the full responsibilities of a city manager but they at least provide technical assistance and often provide overall management services.

In total, there are now 72 Senior Advisors in 22 states.

Although there is considerable reason to pay for Senior Advisors' time, the program is designed to demand from the Senior Advisors only the time they feel comfortable donating to the profession—usually a few days per month. Only expenses are reimbursed.

Senior Advisors are selected jointly by the ICMA Executive Director and the managers' state association. Expenses are shared by ICMA and the sponsoring state organization. The amount of expenses allocated depends on the size of the state, the number of Senior Advisors and funds available from the sponsors.

## **II-Mission Statement**

Utilize prior experience, education and training of Senior Advisors to assist and counsel local, county and COG chief administrators and their chief assistants with personal and professional issues better to serve their constituencies.

### **III-Statement of Policy**

#### **Maine Town and City Management Association Senior Advisor Program**

In 1974, the ICMA Senior Advisor Program was established by the ICMA Executive Board to make the counsel, experience and support of respected, retired managers of the profession available to local, county and COG chief administrators and their chief assistants. In October 1985, the Maine Town and City Management Association entered into an agreement with the ICMA for joint support of a Senior Advisor Program for the State of Maine. The Statement of Policy which follows serves as the framework for the Senior Advisor Program in Maine.

- A. Purpose. The purpose of the Senior Advisor Program is to make the counsel, experience and support of respected, retired managers of the profession available to local, county and COG chief administrators and to their chief assistants. The program is designed to help with personal and professional issues and not to provide any form of technical assistance nor to solve substantive problems in a local government.
- B. Appointment of Senior Advisors
  - 1. Qualifications-A Senior Advisor shall have the following qualifications:
    - a. A resident of Maine at the time of appointment.
    - b. At least ten year's experience as a chief appointed local government administrator.
    - c. Recognition as a respected manager in Maine and/or in another state.
    - d. A willingness to actively participate in the program for at least nine (9) months each year.
    - e. A commitment to follow the outline of responsibilities for Senior Advisors.
  - 2. Appointment Process-The following process shall be utilized for the appointment of Senior Advisors.
    - a. Creation of an open position by the Maine Town and City Management Association Board of Directors through the declaration of a vacancy as a result of the departure of an incumbent or by expanding the total number of Senior Advisor positions.
    - b. Notice of any vacancy shall be given in the Maine Town and City Management Association newsletter and members shall be given thirty (30) days from the date of mailing to recommend candidates to the MTCMA President.
    - c. The Executive Director of the ICMA may recommend a joint appointment to the MTCMA President at any time.
    - d. Appointments shall be made jointly by the Executive Director of the ICMA and the President of the MTCMA.

Concurrence of both persons is required. Candidates shall be submitted to the MTCMA Board for final approval.

- e. Reappointments do not require the declaration of a vacancy and may be made by the ICMA Executive Director and by the President of the MTCMA. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment.

3. Terms of Appointment

- a. The term of an initial appointment shall be for one year.
- b. Reappointment shall be made for terms of one year at the discretion of the ICMA Executive Director and the President of the MTCMA.

C. Outline of Responsibilities for Senior Advisors

1. Contact each MTCMA and/or ICMA member in their assigned geographic region within three months of appointment as a Senior Advisor and within one month of notice of the appointment of a new manager, assistant manager or COG Director.
2. Contacts may take place in a variety of ways including meeting in the manager's office, at MTCMA events and at regional managers meetings, that affords the Senior Advisors an opportunity to develop meaningful rapport with the individual managers.
3. Provide confidential counseling to members on personal and professional issues when encouraged to do so by a member.
4. Offer support in a private manner directly to members who may be experiencing problems with their elected officials.
5. If invited, attend at least one meeting or social event annually of each manager's group in the assigned geographic region.
6. Attend the New England Manager's Institute and Annual Interchange if schedule permits.
7. Refrain from direct or indirect public criticism of any member.
8. Provide, at least quarterly, a statement of expenses along with a report of activities to the Maine Municipal Association Affiliate Coordinator who shall then forward the same to the MTCMA President.

D. Senior Advisor Expenses

1. Annual Budget-Each year the MTCMA Board of Directors and the ICMA Executive Director shall approve an annual budget for the Senior Advisor Program. The Senior Advisor Coordinator and the President of the MTCMA shall allocate the budget among individual Senior Advisors based on past use of funds, the geographic area covered and priorities of the MTCMA Board of Directors.
2. Eligible Expenses:
  - a. Automobile travel at the IRS current mileage rate.

- b. Meals, lodging, registration and related fees while attending the Institute, Interchange, and manager's meetings in your assigned geographic region.
  - c. Telephone usage, postage, miscellaneous supplies, copying costs and similar expenses incidental to performing Senior Advisor responsibilities.
  - d. Reimbursement of dues paid to ICMA for a retirement membership.
- 3. Complimentary Considerations:
  - a. Registration fees for Senior Advisors are waived at the Northeast Region ICMA Annual Conference.
  - b. The Maine Townsfolk will be mailed to all Senior Advisors.
  - c. ICMA publications, catalogues and brochures will be made available to Senior Advisors at no cost unless ICMA shall change this policy.
- 4. Procedure for Expense Reimbursement:
  - a. Senior Advisors shall send the reports required in Section III H. to the Affiliate Coordinator at the Maine Municipal Association.
  - b. The 2<sup>nd</sup> Vice President shall approve appropriate expenses and shall authorize full payment of authorized expenses from the MTCMA treasury.
  - c. The MTCMA shall submit both the reports and a request for 50% reimbursement to ICMA.

E. Outside Activities

1. Senior Advisors may not serve in any of the following positions in or for any municipality, county or council of governments in the Senior Advisor's own service area:
  - a. Elected Official.
  - b. Chief Administrative Officer.
  - c. Consultant on matters not described in Sections III-I and IV B-6 of this document.
2. Senior Advisors may not advocate publicly for any legislative or regulatory position which is inconsistent with the official policy of ICMA and/or MTCMA.
3. Senior Advisors may not actively campaign for or against any candidate for elected office in, or representing, any political jurisdiction in the Senior Advisor's own service area.

F. Support for the Senior Advisor Program

1. Each year, the MTCMA President shall appoint a Senior Advisor Committee of not to exceed five (5) members. The Chairman of the Committee shall be the Senior Advisor Coordinator and shall be a member of the MTCMA Board of Directors. At least one Senior Advisor shall be a member of the committee.
2. The Senior Advisor Committee shall annually review this Statement of Policy and all aspects of the program. The committee shall meet with all Senior Advisors present at the New England Manager's Institute to solicit their views on the program.
3. The Senior Advisor Coordinator shall contact each Senior Advisor quarterly to discuss the program and to offer support. The Coordinator shall encourage Senior Advisors to be active, to complete reports and to attend the New England Manager's Institute. The Coordinator shall also encourage regional manager associations to invite Senior Advisors to participate in their activities and the Coordinator shall update the MTCMA Board of Directors periodically on Senior Advisor activities.
4. The MTCMA shall recognize the contributions of Senior Advisors at the Annual Banquet of the Association.

G. Approval of and Amendments to the Statement of Policy

1. This Statement of Policy shall become effective upon majority vote of the MTCMA Board of Directors and upon receiving notice from the ICMA Executive Director that he/she does not object to any provisions contained herein.
2. This Statement of Policy may be amended utilizing the same process as with its original approval.

## **IV-Senior Advisor Program Guidelines**

The following guidelines review the purpose of the program and provide guidelines for each of the key program participants: Senior Advisors, state sponsors and ICMA.

The overall goal of these guidelines is to provide structure for the program nationwide while still allowing for the different needs of individual states.

### **Summary of Guidelines**

#### **A. Purpose of the Senior Advisor Program**

The program is a joint activity of ICMA and state associations to help address the personal and professional needs of individual members.

Personal counseling is the program's priority activity and assistance to councils and charter commissions on the form of government is the second priority.

#### **B. Guidelines for Senior Advisors**

1. Serve as a volunteer counselor with only out-of-pocket expenses reimbursed. Reach some mutual understanding with the state sponsor of what time will be available to the program.
2. Follow up when alerted to managers in crisis and managers new to the municipality. Contact members in your designated region by phone, by email or in person.
3. Maintain membership in both the state association and ICMA and advocate membership in both organizations to non-members.
4. Maintain current knowledge about both sponsors' programs and services to help members make good use of available resources.
5. The primary mission of Senior Advisors is to serve their colleagues and to represent the profession. As representatives of the profession, Senior Advisors should uphold the high standards as embodied in the ICMA Code of Ethics. They should avoid participating in elections at the local level and should avoid taking a stance on controversial issues unless they act in concert with the state association.
6. Be sensitive to the appearance of conflict of interest in considering part-time consulting jobs. Consult the state sponsor for guidance.
7. Submit quarterly activity reports and expense reports to state sponsor.
8. Attend the state association annual meeting and any other meetings designated by the state sponsor. Try to attend ICMA's annual conference when possible, especially when the conference is in the region.



### **C. Guidelines for ICMA**

1. Assist state sponsors in drafting appropriate guidelines for their state. Share expenses between ICMA and the state sponsor, but reassess each state budget annually. Should a Senior Advisor be asked to spend more than a day at any particular jurisdiction during a visitation or to undertake a special project for the jurisdiction, reimbursement for travel and per diem will be covered by the jurisdiction and not the state sponsor or ICMA.
- 2.
3. Provide ICMA stationery to Senior Advisors, and print standard business cards using the names of both sponsoring organizations.
4. Provide complimentary registration to Senior Advisors at the annual conference and organize a meeting for those in attendance. Encourage conference attendance by including a contribution to hotel expenses when the conference is in the region.
5. Provide a complimentary copy of career publications. Provide regular communications on ICMA activities and the profession, and develop materials on starting and maintaining a Senior Advisor program.
6. Announce new Senior Advisor programs in coordination with the state sponsor and find ways to give Senior Advisors more national visibility.

### **D. Guidelines for State Sponsors**

1. Issue policy guidelines for Senior Advisors, clearly indicating program goals and the responsibilities of Senior Advisors. Samples are available from ICMA.
2. Review and Approve Senior Advisor Expenses and submit activity and expense reports on a quarterly basis.
3. Provide regular communications on state activities and conduct occasional meetings with all Senior Advisors in the state.
4. Encourage members to take advantage of the Senior Advisor program and find ways to increase program visibility. Encourage Senior Advisors to reach out to members on a regular basis instead of waiting to be called.
5. Alert Senior Advisors to managers in crisis and to new managers on a regular basis.
6. Provide Senior Advisors complimentary registration to annual state meetings and continue to reimburse expenses for Senior Advisors to attend the annual state meeting and define which other meetings Senior Advisors are expected to attend.
7. As needed, identify replacement Senior Advisors and notify ICMA of the recommendation so a joint appointment can be made.

## **V-Activity and Expense Reports**

### **A. General Information**

Senior Advisors are requested to submit reports of activities and expenses to the state sponsor, who then forwards them to ICMA. Most states have found that quarterly reports suffice, but particularly active states or Senior Advisors may wish to agree on more frequent reports.

ICMA and state sponsors request reports for several reasons. Reports help determine the volume and nature of Senior Advisor activities which in turn helps determine the overall value of the program and suggestions for improvement.

Reports also help provide information about the state of the profession and specific managers to sponsoring organizations. In addition to a few brief comments about each assignment, the following information is useful:

- Profile information, such as the manager's educational background and experience, which can be included in newsletter announcements of appointments.
- Notification of new appointments or changes in positions.
- Major challenges confronting a community and innovative ways that managers have addressed community problems.
- Particular skills or resources that a manager may be able to share.
- Noteworthy concerns or issues about ICMA or the state sponsor.

It is important to maintain confidentiality in reporting the activities and concerns for members. Charles Henry, an Oregon Senior Advisor, asserts, "The Senior Advisor should not be reporting anything that would be uncomplimentary or critical of a manager or that would negatively affect a manager. That would be totally contrary to the main objectives of this program—to help managers and the council-manager plan."

Mr. Henry adds, "If a manager does not wish a Senior Advisor report to include his or her name as someone visited or who called by phone or visited, it seems to me that the nature of the contact or service by phone or otherwise should be undertaken at no cost to the program as long as it is not to be reported. Of course, in many instances when a manager wished to discuss a serious problem with a Senior Advisor, the Senior Advisor can report 'that he discussed some matters with Joe Blow as of such a date' and nothing more."

This section of the manual includes report forms that you may want to photocopy for your use. Examples of reports by Senior Advisors (with names and locations deleted) are also included in the following pages.

## **B. Sample Reports**

### **1-Sample Activity Report**

\_\_\_\_\_ Senior Advisor Report  
from \_\_\_\_\_ to \_\_\_\_\_ by \_\_\_\_\_  
(state) (dates) (name)

10/12 Visited [name], CA, [place], as result of invitation and also because of his fairly recent appointment there. City is now growing because of spillover growth from nearby city. [CA] very pleased with city planning of previous administrator (rarely happens). We discussed finances. City considering financing street improvements through bond issue to be paid off by using state aid highway; other major challenges include developing better teamwork with mayor and council; and working through a number of lawsuits. [CA] pleased with position and has bought a farm nearby.

10/13 Had dinner with [name], County Administrator of [place]. We celebrated initially the completion of his new and attractive house in Ashland; also discussed city manager situations in state.

10/13 Visited [name], CA of [place] because of my being in Ashland to see Shakespeare Festival plays. We discussed possible careers for him when and if he wishes to retire. We also discussed some of his unique staff administrative problems.

10/17 Received a telephone call from [name], interim CM of [place]. He wished some info on ICMA-RR. I gave him the appropriate phone numbers to secure such.

10/18 Called [name], ex CM of [place]. He had been recently dismissed by the city council. Wished to assist him in further job search so we discussed various opportunities. Unfortunately at the moment there are few vacancies in Oregon. He is suing the council for violating his employment agreement, which calls for an extensive buyout (equal to about three years of salary) if dismissed without reasonable cause. The council has a legal opinion claiming the agreement to be invalid.

10/20 Attended COG District city managers meeting in [place]. City managers [names] attended as well as COG staff. Most interesting revelation was that two or three or the ten or so COGs in Oregon seem to be phasing out.

10/23 Received call from [name], interim administrator of Redmond. He wished to discuss some candidates being considered for the CA job and we did so.

## 2-Sample Activity and Expense Report

Senior Advisor Report  
April 1, 1990 to June 30, 1990

### April

On the 3<sup>rd</sup> I met in [place] with three representatives of the city and [name], Senior Advisor, and [names of two city managers] to discuss the procedures on how to go about changing the form of government to the Council-Manager form. Although many questions were asked and answered, no timetable was established for action.

On the 4<sup>th</sup> I attended the municipal league Region I meeting at [place] and spoke on the topic of "Council-Manager Relations." On the 18<sup>th</sup> I spoke on the same subject at the league Region II meeting at [place]. On the 20<sup>th</sup> I met with [name], City Manager of [place] to discuss areas of concern he was facing in [place]. On the 25<sup>th</sup> I attended the municipal league Advisory Council meeting in [place] regarding the setting of goals for future activities of the municipal league. Afterwards I attended the groundbreaking ceremony for an addition to the municipal league building.

On the 26<sup>th</sup>, at the request of the [place] City Council, I met with them, [name] City Manager, and several citizens to discuss relationships between the Council and Manager. WE also discussed some of the problems they were having in making a transition between the old form of government and the new Council-Manager form. We reviewed the duties the manager was now required to perform versus the old way. Time will tell how effective the discussion was.

My expenses for the month were: Mileage ([place]-157 miles, [place]-50 miles) = 207 miles @ \$.255 = \$52.79; phone calls = \$6.48

### May

On the 3<sup>rd</sup> I attended a meeting in East Lansing called by [name], Manager of [place] and [name] city manager of [place], to determine if there was any interest in forming a managers regional group in the area. About 12 managers attended and there was general agreement that an area managers group should be formed. There are about 21 managers who might belong. The next meeting was set for August 2, 1990.

On the 11<sup>th</sup> I attended the [region] Managers meeting in [place] by the invitation of [name], City Manager of [place]. I reported on the activities of ICMA and the state association, and [name] reported on municipal league activities. The group also discussed amendments to Act 51 regarding snow maintenance payments and reviewed current legislative matters and concerns with State Representative [name]. [My wife] went with me and visited [name], widow of form [place] City Manager, [name].

On the 18<sup>th</sup> I attended the third annual state Public Management Institute sponsored by the state chapters of ASPA held in [place]. [name] invited me to participate in a panel entitled "Ethics—By Whose Standards." My participation was to give the history of ICMA's Code of Ethics, procedures for reviewing ethical cases and present typical case histories. Others participating reviewed Planning Officials Ethics, State Elected Officials

Ethics and Academicians Comments and Evaluation of Current Review Processes.  
About 100 people attended the session.

On the 23<sup>rd</sup> I attended the [region] City Managers meeting at [place]. The program was “Good News for Public Administration” presented by a professor.

My expenses for the month were: Mileage (place-748 mi.) = \$227.73; Meals = \$14.36; Hotel = \$57.78; Bridge Toll = \$3.00.

### June

On the 8<sup>th</sup> I met with [name], City Manager of [place] and president of state association. We discussed activities of state association and possible Senior Advisor activities.

On the 11<sup>th</sup> I met with new Masters Degree graduate of [state university] who had just been accepted as the City Manager of a small town in Kansas. We discussed his proposed contract with the city. I gave him Vergil Basgall’s address (Kansas Senior Advisor) and also directed him to contact the Kansas League of Cities for assistance.

My expenses for the month were: Mileage – (place-130 mi.) = \$33.15.

Summary of expenses for the period:

Mileage	\$313.66
Meals	\$14.36
Hotel	\$57.78
Tolls	\$3.00
Phone	<u>\$6.48</u>
Total	\$395.28

### 3-Sample Activity and Expense Report

June, 1990, Senior Advisor Report

JUNE 1 Attended-bi monthly seminar of managers at [university]. Topic was “What’s Really Happening and What Can We Expect in Eastern Europe?” Outstanding lecture and two-way discussion, with excellent manager attendance. Great opportunity for managers to forget their day-to-day duties and stretch their minds.

JUNE 4 Long talk with [name, place]; he was police chief, then police chief again and now fired. Discussed alternate career opportunities, including public service skills. Will keep in touch.

JUNE 5 Visitation: Discussion with Cheryl Farr, Director, West Coast Office of ICMA, here to explore opportunities and options for a West Coast Office. Will take her to and introduce her this month to the monthly area managers’ meetings in the Counties of [names].

JUNE 6 At the request of two other managers, had an interview-meeting with [name], a mature man with extensive administration experience with the diocese of Buffalo and San Francisco. He wants a professional transition into city administration. Interview surprised me—a talented person knowledgeable on problems of transition who will be on our public service skills list.

JUNE 7 Attended monthly meeting of [name] County managers. Heavy discussion of city and county fiscal impact of growth.

JUNE 8 Morning meeting with [name, place]. Current big issue is a regional shopping center that is surrounded on three sides by place that wants to remain a rural neighborhood community. Although the two city councils are at each other’s throat, it was great to see the two city managers maintaining their friendly, open, professional relationship.

JUNE 11 Attended semi-monthly meeting of [region]; for the nine area counties.

JUNE 13 With Cheryl Farr (ICMA) attended monthly meeting of [place] county managers—unusual meeting with on and a half hour training session on “dispute resolution.”

JUNE 14 Monthly meeting of [name] county managers—good turnout (14 managers) discussing city-county matters of program and financing.

JUNE 15 Lunch session with [name, place] on his first year on the job.

JUNE 20 Monthly meeting of [place] county managers—variety of city-county problems discussed including county’s fiscal crises and the latest deal to get the Raiders back to Oakland.

JUNE 22 Phone calls (one an hour long) from two city managers outside of my range—both expecting to be fired next week. Discussed alternate courses of action to take.

JUNE 27 Attended California City managers Executive Committee evening session, Oakland.

JUNE 28 Attended one-day statewide session of California City managers—good turnout and session. Good chance to talk with several managers in between formal session.

--This month City Manager Kevin Duggan moved within Santa Clara County (from Campbell to Mountain View where he came from and served as assistant.)

#### Tentative July Schedule

07/16 League Office, Sacramento

07/27-28 Public service skills meeting and overnight retreat, Eucalyptus Island

#### 4-Expense Report for the MTCMA Senior Advisor Program

[illegible]

Please attach receipts to this expense report and submit to the Maine Municipal Association Affiliate Group Coordinator by mailing to: MTCMA Senior Advisor Program, 60 Community Drive, Augusta, ME 04330.

\*If MTCMA has prepaid for any of the listed expenses, including workshop registrations, please deduct from the Total Expenses.



## **VI-Tips for Senior Advisors**

### **A. Responsibilities of Senior Advisors**

In all states, the primary responsibility of Senior Advisors is to be available to discuss the profession and the concerns of managers and to be a friend, colleague and counselor to others in the profession. In addition to providing counsel and support to managers, your state may ask you to take on additional responsibilities. These responsibilities may include:

- Assisting unemployed managers with their job search.
- Providing career guidance for assistant managers or local government interns.
- Speaking at civic clubs on topics such as the council-manager form of government.

In addition, a few Senior Advisors have served as interim managers and provided assistance to manager search committees. Because these activities are not usually covered under the regular Senior Advisor duties, additional compensation should be sought from the local governments that are served.

Upon assuming Senior Advisor responsibilities, check with your state sponsor to determine which specific duties and services are covered under your state's Senior Advisor program. Additional questions that you may want clarified include:

- How much time should I give to the Senior Advisor program?
- Which league, association and regional meetings should I attend? What is my state's reimbursement policy?
- How often am I required to submit activity reports?

Senior Advisors should be knowledgeable about the programs of ICMA and the state sponsor. While Senior Advisors are not salespeople and should take care not to be perceived as such, be prepared to answer questions about products and services available through ICMA and state sponsors. It is also helpful to sponsors when Senior Advisors solicit feedback about new initiatives.

As a Senior Advisor, feel free to help non-members as well as members of sponsoring organizations. It is recommended that you have ICMA and state association membership applications available so that you can assist a non-member who asks about membership.

Senior Advisors are encouraged to attend the ICMA annual conference. In addition to providing Senior Advisors with an opportunity to talk with members, the conference provides an excellent opportunity for Senior Advisors to be brought up to date on developments in the profession and opportunity to exchange ideas, concerns and successes with one another.

## **B. Personal Counseling**

One of the most important—and most challenging—tasks you will face as a Senior Advisor is persuading managers to confide in you. Current Senior Advisors recommend calling managers on a regular basis in order to build trust and confidence. Introducing a manager to a new development, product or service of ICMA or the state sponsor may be a good starting point for conversation. Make a special effort to reach out to managers who are in trouble and to those new on the job. If your state association sends welcome letters to new managers, ask that you be mentioned in the letters as a resource for managers and request to be sent a copy so that you can follow up.

In order to help you engage in personal counseling, we offer the following ten tips:

1. Show an interest in the manager's problems.
2. Be a good listener.
3. Be understanding; don't try to fix blame; let the manager know he or she has a friend.
4. The main thrust of the discussion should be to help him or her think through the problems and alternate courses of action.
5. Call or visit those who you hear are having problems to let them know that someone cares.
6. Offer suggestions if you can; remember we are only counselors, but not trained counselors.
7. Use follow-up calls when appropriate to find out if things have changed and to show your concern, but don't overdo it.
8. Offer to meet with the manager and spouse if appropriate.
9. If the problem is with the manager and council, suggest that sometimes an outside facilitator can be helpful.
10. At times it may be appropriate to suggest to the manager it is time to move. Suggest a contact with ICMA to obtain the latest list of openings and search firms.

## **VII-Frequently Asked Questions of Senior Advisors**

I've been asked to resign at next week's Village Board meeting. Should I resign on that short notice, or should I do something else before submitting a resignation?

I have a written agreement with minimal severance provisions, but should I try to get more benefits than those provided in the written agreement if I'm forced to resign?

I've been asked to resign. Should I retain an attorney to represent me in the severance negotiations?

Does a Village Board usually tell the manager why the Board is asking for the manager's resignation?

Where can I get information about improving council-manager relations?

I have a department head who will not make "tough" personnel decisions but wants me to make those decisions for him. Any suggestions?

How can the Village Board go about hiring an "interim" manager or administrator?

We're a small community and aren't able to fund hiring an executive search firm. Would you tell us how we can go about the manager recruitment/selection process on our own?

Could you help me find an "interim" manager or department head to work for several months until we can hire a permanent replacement?

How long should I stay an assistant before applying for manager jobs?

Would you review my resume and suggest changes?

My Village Board gets too involved in day-to-day operations. Any suggestions?

I've been offered an assistant job in another community. My present employer, when he heard about my offer, indicated that he would increase my job responsibilities and benefits if I would remain with his city. Is it ethical for me to turn down the new offer and remain with my present employer (which I would like to do)?

Do you have a model Village Administrator's ordinance for Illinois?

Would you be willing to meet with me to talk about my career?

## **VIII-Support for Senior Advisors**

In addition to providing states with guidance in setting policy, ICMA helps Senior Advisors to become active, involved participants in counseling managers and supporting the council-manager plan. ICMA strives to keep the Senior Advisors up to date on current developments in the field of professional management. To this end, ICMA provides Senior Advisors with the following materials:

Business Cards, which can be ordered through the Office of Member Services. (A form for ordering business cards can be found on page 22).

ICMA stationery and envelopes.

Complimentary registration for all Senior Advisors and their partners at the annual conference; housing expenses for Senior Advisors who live in the region in which the conference is held.

Regular communications with ICMA Programs and services and Senior Advisor news.

## IX-BUSINESS CARD ORDER FORM

To order business cards, please return this form via mail or fax to\*:

Laini Lattimore  
Member Services  
ICMA  
777 North Capitol Street, NE  
Washington, DC 20002-4201  
Phone: 202-962-3656  
Fax: 202-962-3500

\*If you prefer, you may send the required information to Laini via email at:

[llattimore@icma.org](mailto:llattimore@icma.org).

PLEASE PRINT OR TYPE INFORMATION AS IT SHOULD APPEAR ON CARDS:  
(Allow 6-8 weeks for delivery)

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone: (        ) \_\_\_\_\_

Fax: (        ) \_\_\_\_\_

E-mail: \_\_\_\_\_

Name of State Sponsor:

\_\_\_\_\_  
\_\_\_\_\_

Date Mailed: \_\_\_\_\_

Date Order received and sent to productions: \_\_\_\_\_

## **X-KEY ICMA INITIATIVES/PROGRAMS**

ICMA's programs and services are many and varied and this appendix provides a sampling of many of the key initiatives and programs that are available. **[Click on the link](#)** to be taken to appropriate sections of the website.

### **ICMA STRATEGIC PLAN**

The Strategic Plan was adopted by the ICMA Executive Board in July 2000 and provides a framework for ICMA programs and activities in the coming years. For more information, visit:

### **ICMA'S CODE OF ETHICS**

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in May 1998. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in September 2000.

### **COUNCIL-MANAGER FORM OF GOVERNMENT**

ICMA's origins lie in the council-manager form of local government, which combines the strong political leadership of elected officials (in the form of a council, board, or other governing body) with the strong professional experience of an appointed local government administrator.

### **COUNCIL-MANAGER FORM OF GOVERNMENT: QUESTIONS & ANSWERS**

This document provides answers to 23 frequently asked questions about the council-manager form of government. Discusses the form's history, the function and selection process for the council and city manager, the structure's popularity, and the process a community can use to adopt the form.

### **ICMA JOB CENTER**

The ICMA JobCenter offers a database of current job openings for local government professionals. Positions listed are with local governments, related local government and nonprofit organizations, and universities.

### **INTERNATIONAL PROGRAMS**

Since 1989, ICMA has combined the experience of local government practitioners with that of seasoned international consultants to design, implement, and evaluate municipal development and urban management projects worldwide. ICMA has completed over 400 project activities and has developed a strong reputation for its unique hands-on approach using experienced local government managers, finance directors, economic development directors, and public works directors.

### **PREPARING THE NEXT GENERATION**

Preparing the Next Generation provides the language—in the form of firsthand accounts from seasoned professionals—that managers can use to attract and retain gifted and talented young adults and qualified individuals from other fields to careers in local government management.

### **VOLUNTARY CREDENTIALING PROGRAM**

The ICMA Voluntary Credentialing Program is a means of defining and recognizing an individual ICMA member who is a professional local government manager qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.

### **ROSTER OF SENIOR ADVISORS**

There are currently 73 Senior Advisors operating in 24 states. A complete roster can be found by visiting the “Who’s Who” section of the ICMA website.