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CCCMA - Learning leaders and organizational transformation

Jacque Wedding-Scott, City Manager, City of Centennial and 2011 CCCMA President

I wish I could remember where I actually first heard it, but I was once told that the first job of a leader is to *define reality*. Exactly what reality is can be so very different for each of us and each organization we lead. However, I think we can all agree that our journey more often than not involves learning – a vital component to transforming our personal, professional, and organizational success. And, learning was, indeed, a focus for CCCMA members this past year.

First, and foremost, this past February over 200 of Colorado's "finest" city and county management professionals convened at the **Annual Conference** to continue to enhance and strengthen our leadership skills in an ever-changing and complex landscape. And, I believe our Conference Planning Committee hit the target with a very diverse, extensive, and at times hard-hitting agenda. It was anything but a cookie-cutter conference, and it will be difficult to replicate in future years. A huge thanks goes out to all those on the Planning and Sponsorship Committees...exceptional work everyone! I think we're all looking forward to what great things you bring forward next year.

2010 also brought about numerous other opportunities for professional development and several CCCMA association changes. Starting in May 2010, the Board met to refine goals, objectives, and initiatives for the next few years, and to identify challenges affecting the management profession. As a result, five new **Strategic Focus Groups** were created including, *Professional Advocacy, Credentialing, Ethics/Education, Research/Resource Services and Managers in Transition*. The Professional Advocacy Committee has submitted DRAFT recommendations to the Board, and other Focus Groups will come alive in 2011 with new energy and begin to showcase their "action plans" as well. Watch for updates on the website.

A formal **Ethics and Recognition Committee** (ERC) (see Article 6.1.1 of the By-Laws) was established in 2010 and has met several times. An outcome of the Committee meetings has included not only the development of an Ethics Investigation Process (see website), but also, in close consultation with ICMA, a review of the merits of two formal complaints of possible

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ethics violations. The ERC is building a curriculum of **ethics training** beginning with three sessions that were presented at the 2011 Annual Conference.

The **Emerging Manager's** were very busy beginning a new professional development program designed to expose those new to the field to various local government initiatives, beginning in 2010 with a presentation by the City of Centennial on their contract service provision model, and a first quarter 2011 presentation and tour of Englewood's Civic Center/TOD redevelopment project. The group also managed to get in a few professional "mentoring" and social networking opportunities throughout the year.

In February 2011, the Board authorized and formalized the **Colorado Women Leading Government (CWLG)** group. The CWLG's mission is to provide holistic professional development, networking, and career building opportunities that allow women to succeed in public service. The first CWLG event "**Generations of Women: A Management Roundtable**" is scheduled for May 5th, 11:30-1:00 p.m. at the CML offices. Check out the website for more information and to RSVP – it's a first come, first serve opportunity.

The results of the **2011 elections** were announced at the Annual Conference, and we also recognized those that have paid "their dues" (so to speak) and thanked Michael Penny, Michele Kivela, and Tom Sullivan for a job well done as President and long-term Board members. Following are the election results:

President-Elect/Treasurer

Jim White, Town of Minturn

And 3 At Large Board Members

Aden Hogan, City of Evans -- appointed by the Board to Vice President/Secretary

Shane Hale, Town of Grand Lake (for a 2 year term)

Darin Atteberry, City of Fort Collins (for a 1 year term)

(the complete list of 2011 Officers and Board, with contact info, is on page 1)

And, finally, through it all...CCCMA as an association saw some pretty significant changes beginning 2011. After years of partnership with CML staff we have now ventured out on our own with a **new association manager**. Denise Taylor Henasey comes to us with a super resume in local government and association management experience. And, in the first few months, Denise has managed to transition all administrative functions including financial recordkeeping/reporting/budget, helped organize the annual conference and the Board meeting; she's set up a new website with an online payment structure for membership and events (it's a beautiful thing!), and she's keeping me straight (hard to do). With all the new hub-bub however, I don't want to miss out on the opportunity to say **thanks to Sam Mamet, Barb Major, Sara Reynolds, Allison Wright, Kathleen Harrison, and many other CML staffers** that have provided awesome service to our organization over the years....thanks to all of you ...You Truly Rock!!

Well, that's all the news so far, I promise to make the next edition a little lighter. Stay tuned for plenty of exciting things to happen in 2011. I look forward to seeing everyone at the CML Conference in Vail this June, and at the Manager's Lunch and General Meeting.

Remember, it's never too late to participate! If you have any interest in serving on any of the CCCMA Focus Groups, the Conference Planning or Sponsorships Committee, the Ethics & Recognition Committee, CWLG, or the Emerging Manager's group, please let me or Denise know, and we'll get you plugged in.

It's my honor,

Jacque

Jacque Wedding-Scott Jwed-scott@centennialcolorado.com

Denise Henasey: denise@coloradoccmma.org

CML Update

I am vice-chair of ICMA's Government Affairs Policy Committee (GAPC). That group met last month in Washington at ICMA's offices to review a number of federal issues affecting local government. There are city and county managers from across the country who are members including Darin Atteberry from Fort Collins. Here are some key takeaways:

Dr. Carl Stenberg from the School of Government at the University of North Carolina will be producing a white paper for ICMA on how local governments are reinventing themselves under the "new normal." We reviewed a draft of the paper. Carl is a personal friend of long-standing from his days on the staff of the old ACIR in Washington. I have long-admired his academic work on state and local government. I was part of the selection committee for this project.

NLC and NACO provided the committee an update on several key federal issues, especially budget cuts affecting CDBG and other discretionary grants. I remain impressed with how well these two respected national organizations representing county and municipal interests work together. It is a great model for what we can continue to strive for in Colorado. Flip McConnaughey, a former Wyoming city manager and current Chief of Staff to Wyoming Senator Mike Enzi, gave a great update on the Congress from his perspective. Flip was a featured speaker at a CCCMA winter meeting several years ago. He is a great guy who is always informative and entertaining.

NLC is working on a project to set up a municipal bond reinsurance program and the committee heard a report on this. In addition, ICMA's excellent staff members Beth Kellar and Josh Franzel described the work they are doing in the area of public pensions.

The next meeting of GAPC will occur at ICMA in Milwaukee this September. There are around a dozen state league directors who are ICMA members and we are all automatically on this committee.

Don't forget CML will be on the road in mid-May with our spring outreach meetings. It is a great opportunity for both you and your elected officials to hear about key issues, especially those coming out of the General Assembly this session. Contact Sara Reynolds at sreynolds@cml.org or www.cml.org to get additional details.

Finally, I want to take this opportunity to remind you about an important new CML initiative which we have developed in partnership with the Colorado Special District Association (SDA). We have developed a civics curriculum on local government in conformance with the newly adopted state-level civics standards. It is called "Lessons on Local Government." We have a web site devoted to it and it is at www.lessonsonlocalgovernment.com and we encourage you to go to it. We will be providing you with more on this over the weeks ahead. Lisa White is CML's staff contact on this at lwhite@cml.org for more information.

Remember, I am always interested in coming out to a city council or town board meeting to say hello.



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Ethics Matter! Building an Ethical Culture

March reminds us of spring, St. Patrick's Day, baseball, and ethics. Ethics? Well, perhaps not so much. By some authority, March is now National Ethics Awareness Month. As members of a profession with a long, dedicated track record of ethical conduct, let's make the most of this declaration to improve the ethical culture of local government. Here is a straightforward approach that works:

1. Lead by example. In the mundane everyday activities as well as in the challenging moments, you set the standard and tone for the organization. Want to inspire your staff to the highest standard of conduct? Then model the conduct you want to see in others. And when errors or missteps happen, demonstrate true accountability by taking personal responsibility and fixing the problem.

2. Be clear about values and acceptable conduct. ICMA members can look to the ICMA Code of Ethics for values-based guidance on the right course of action. Staff members who belong to other professional associations with a code of ethics get similar assistance. But absent membership in a professional association that has adopted a code of ethics, employees are left without any guidance if the organization fails to define its core values and the behaviors that support those values.

Defining the values not only provides individuals with some essential guidance on what's expected and what's right but also gives them the platform to raise a challenge when the conduct of others falls out of alignment with the values.

The city of Mountain View, California, just completed a successful process based on the correct assumption that for values to be truly accepted by the employees the process must be bottom-up. Although the effort was coordinated from the city manager's office, a team of 20 self-selected individuals led the effort.

After receiving some training on ethics and facilitation, team members led workshops that included ethics education along with exercises to define the city's code. Some 25 percent of the workforce chose to participate actively in the process.

As Kevin Duggan, city manager of Mountain View, noted, "While we ended up with a clear and simple code that we are proud of, we also ended up with a substantial part of our organization who is better informed regarding ethical issues and potential pitfalls and has ownership (and pride) in the code. While you can never be precise about the outcome, and there are no silver bullets to avoid ethical problems, we have many more staff members informed and aware of the ethical issues that abound in our everyday activities."

3. Have good internal policies. Common ethical missteps can be avoided by simply having management put into place clear, simple policies for staff. And elected officials should follow suit. Does the organization have in place policies to address:

- Conflicts of interest.
- Political activity... how and when it is okay.
- Limitations on accepting gifts.
- Merit-based hiring.
- Credit card use.
- Use of local vehicles, computers, cell phones.
- Social media.

Are there others that you have found essential?

4. Conduct training. Like the many other topics organizations regularly cover in their mandatory training regime, ethics training is part of a preventive, not reactive, strategy. Regular training builds awareness of common ethical issues, provides tools for effective problem solving, and, yes, can even inspire someone to do the right thing when faced with a difficult ethical dilemma.

Training includes both formal organization-wide efforts and informal opportunities at the department and

team levels. Remember that it is a myth that good people always make wise choices.

An effective training program answers these two key questions: “Where do I go for advice? Where do I go to report a problem?” Leadership is responsible for creating a safe and responsive environment, outside the chain of command, for staff who want guidance or need to report an issue. Do this right and you might actually decrease the need for someone to blow the whistle by giving leadership advance warning and the opportunity to address ethically troubling activities that are under the radar.

The linchpin for any successful effort to build an ethical culture is the leadership. Remember Enron? The company had an impressive code of ethics for the organization, but leadership failed completely at modeling the conduct expressed in the code—with disastrous results.

Ethics Awareness Month* is a good time for local government leaders to demonstrate that they take ethics and the culture of the organization seriously.

Martha Perego, ICMA-CM
ICMA Ethics Director

Career Compass #16—“Should I Consider a Lateral Move?”

By Dr. Frank Benest

Question:

“I’ve been working in a mid-level position in my local government agency for three years and am getting bored. I want to advance but due to budget constraints there are fewer promotional opportunities in my organization as some supervisory and management positions get consolidated when people retire or leave. However, there are mid-level positions that have come open in other departments for which I am qualified. Should I consider a lateral move in my organization even though it may not be a promotion and the money is about the same?”

Frank’s Response:

It depends. You may wish to consider a lateral move, especially under some of these circumstances:

You work for a good local government that has a sound reputation and treats its employees well.

You are bored and deal with the same reoccurring problems and there seems little more to learn.

Your supervisor is over-controlling, uninterested in you or your work, and/or unwilling to support your growth and development.

You have been in your current position more than two years. (The ICMA Code of Ethics indicates that a two-year commitment is a minimum; even if you are not an ICMA member, a two-year minimum tenure is a good standard.)

Your position is fairly focused or limiting and does not offer a broad range of experiences or relationships inside and outside the organization.

You want new and broader experiences but perhaps not more responsibility or stress because of family commitments or because you are taking courses or earning a graduate degree.

In considering a lateral move, you should recognize that most good organizations encourage or are at least open to lateral moves for its well-regarded employees.

First, it is easier and less costly to fill a position if there are qualified in-house employees interested in the

position. Second, good organizations encourage lateral moves in order to keep talented employees who are no longer challenged by their current jobs. Third, lateral moves are a wonderful way to prepare emerging leaders for management positions when they become vacant (as they most certainly will as baby-boomer professionals retire over time regardless of current budget problems and consolidations).

As you keep your eyes and ears open for a possible lateral move, here are some criteria to evaluate the opportunity:

1. Will the new position offer new experiences, skills and relationships inside and outside the organization?
2. Is the new position more visible to top management or considered more critical to the most important challenges facing your local government (e.g., neighborhood revitalization, environmental sustainability, infrastructure management, economic development, land use planning, budgeting)?
3. Would you be working for a well-regarded supervisor or manager who would support your growth and development?
4. Would you have the opportunity to supervise one or several other employees or oversee a small program budget, thus broadening your management experience?
5. Does the position offer diverse kinds of experiences that would keep you energized? Is the position in a department where there tends to be more positions and opportunities to advance?

Finally, if you think that a lateral move may meet some of your considerations, you need to check it out thoroughly before applying:

Schedule an informational interview with the supervisor or manager overseeing the position. Discuss your interests and probe the opportunities provided by the position.

Take out for coffee several employees who work in the department in which you are interested. In these one-to-one conversations, discuss the nature of the work and the potential new supervisor and top management of the department.

Explore the opportunity with an informal coach inside or outside the organization.

Check on what kind of persons in the position have been previously successful with what kinds of skills. Also find out if they have been able to advance.

If such a lateral move makes sense given your professional and personal needs, go for it. In the process, you will broaden your portfolio of experiences, skills and relationship; learn a lot; and make a continuing contribution.

Career Compass is a bi-monthly column from ICMA focused on career issues for local government professional staff, and appears in ICMA's JOB newsletter and online. Dr. Frank Benest is ICMA's senior advisor for



ASSOCIATION NEWS

GET INVOLVED!

2012 Conference Planning Committee

The basic role of this Committee is selecting the theme/topics/speakers and helping plan and organize other value-added activities in 2012 conference (new this conference). Most of the work will be done through conference calls and emails, with a flurry as the program gets set and 2 weeks before the event. If you are interested in joining this Committee, please contact Shane Hale, glmanager@townofgrandlake.com. The first conference call meeting will be Tuesday, April 26 at 1:30pm.

2012 Conference Sponsorship Committee

Each year, the Sponsorship Committee solicits sponsorships to help off set the costs of the annual CCCMA Conference in Glenwood Springs. Sponsorships provide our private sector partners with a wonderful opportunity to network and support the work of the local government. Interested members will be expected to secure sponsorship commitments for the 2012 conference. Sponsorship levels vary from \$250 to \$1,700+. The Sponsorship Committee asks for a minimum 1 year time commitment and must be willing/available for committee conference calls. If you are interested in serving on this committee, please email Heather Geyer hgeyer@ci.wheatridge.co.us or Elisha Thomas ethomas@centennialcolorado.com.

CCCMA HAS A NEW WEBSITE!!! Have you been to www.coloradoccma.org? Check it out!

There are useful articles, notice of upcoming events, the membership roster and a blog that is waiting for your comments or questions....

Nominations are being accepted for the 2011 Manager of the Year. And, new, in 2011 an Award to recognize Career Achievement (not to be confused with retirement, just recognizing a significant contribution as part of a worthy career in public service).

Nomination Requirements

All full members of CCCMA are eligible for nomination. Nominations may be submitted by non-members.

The nomination letter, of no more than 2 pages, should:

1. State which award the member is being nominated for.
2. Describe how the individual has made an outstanding contribution to local government in Colorado (in the past year or throughout their career)
3. If possible, detail measurable results that have been achieved by the nominee.

Please e-mail all nominations to the Awards Committee at seth.hoffman@cityoflonetree.com

Selection Process

Nominations must be received by the Awards Committee by June 1, 2011. The Committee will confer and forward its recommendations for award to the CCCMA Board for its consideration at its June meeting.

The announcement of awards will be made during the CML Annual Conference in June. Following the conference, a CCCMA Board Member will present the award at a Council or Board meeting in the recipient's jurisdiction.

MORE ASSOCIATION NEWS

is always available at www.coloradoccma.org

Colorado Women Leading Government

The new Colorado Women Leading Government (CWLG) group has been officially sanctioned by the Colorado City and County Management Association (CCCMA). The mission of CWLG is to provide holistic professional development, networking, and career building opportunities that allow women to succeed in public service. Membership in CWLG will grant current and emerging female managers professional development opportunities that encourage women to excel and/or build their careers. In addition, CWLG will also grant female managers the opportunity to develop a network of women who share the challenges and successes of serving the public. Annual membership is \$20 in addition to CCCMA dues. For 2011, membership dues are \$10 payable to CCCMA. Membership is payable online on the CCCMA website.

CWLG will be hosting a Metro Area Kickoff Luncheon event on Thursday, May 5th at the Colorado Municipal League. Networking begins at 11:30 AM with the program beginning at 12:00 PM. The program is entitled "Generations of Women: A Management Roundtable". The event will be catered by Qdoba. Lunch is payable online prior to the event. Join us as we hear from a panel of several female leaders in government about their interesting and diverse experiences working in the public sector! CWLG will also be hosting a western slope event this fall.

If you would like more information, please contact Laura Kane laura.kane@denvergov.org.

COLORADO'S LONGEST SERVING MANAGER TO RETIRE ON 43RD ANNIVERSARY AUGUST 1ST.

After serving the residents of Broomfield for over 42 years, Broomfield City and County Manager George Di Ciero announced he will retire on Aug. 1, 2011.

Di Ciero said, "It has been a great run. I am proud to have served as Broomfield's Manager. I thought about my upcoming birthday and decided it was time to retire. I look forward to spending more time with my family and friends," he said. Di Ciero will be 68 in November.

George thanked all elected officials, city staff and volunteers that worked with him.

Broomfield Mayor Pat Quinn said, "George has certainly earned his retirement."

Di Ciero's hand has been the guiding force in many efforts that have been a benefit to Broomfield. Some of Broomfield's major accomplishments during Di Ciero's tenure include:

- * The 950-acre Interlocken business park
- * The Flatiron Crossing Mall
- * Open space acquisitions totaling over 7,000 acres
- * Broomfield's park system that began with what is now Midway Park
- * Capital improvement projects totaling over \$700 million, including: parks, greenbelts, open space acquisitions, City and County building, Police and Combined Courts facility, Detention Facility, a new Mamie Doud Eisenhower Public Library, the first Community Center and later its renovations for a Senior Center, the Paul Derda Recreation Center, transportation system improvements, water treatment plants, wastewater treatment plants, and a reuse water system
- * Streamlined organization for combined city and county operations.

In his memo to the council, Di Ciero offered, "I will assist in any way desired by the Council that may be helpful and productive in the transition to Broomfield's next City and County Manager."

Charles Ozaki, Deputy City and County Manager who has worked with George since 1982 has been named the new City and County Manager effective May 1. George will become the City and County Manager Emeritus until he retires on Aug. 1st.

COLORADO PUBLIC EMERGING MANAGERS: SUCCESSION PLANNING, *Series 1 of 3*

By Brad Hanson, Town of Limon Administrative Intern

Being new to the public management area of careers, I have the opportunity to attend trainings and meetings I would otherwise be unable to do. (My position is through the Colorado Department of Local Affairs Best & Brightest Internship Program). One such meeting / networking opportunity came on November 12th, 2010. I attended the North Eastern Colorado Managers Meeting in Haxtun, Colorado with my supervisor, Limon Town Manager Dave Stone. At this meeting there were about a half a dozen other rural municipal and county managers, along with Greg Etl, Regional Manager with the Colorado's Department of Local Affairs. During this meeting, the topic of concern aired by more than one manager was that of succession and who will replace them when they retire. With this information, I asked Mr. Etl if he had any concerns with succession. He said he only had ten communities that he was not concerned with in dealing with succession. This spurred my curiosity and I, personally, needed to know what the problem is and what, more specifically, Succession Planning entails.

What is the problem?

America is facing a leadership crisis, without appropriate training and mentoring; individuals may be promoted beyond their level of capability. (Allen, 2002). This information intensifies Mr. Etl's response to the potential of so many rural communities being without qualified leadership within the next five years. To further enhance the problem, managers today are changing positions or employers every five years. (Hellbusch, 2004). This predicament is not by itself detrimental to the rural community, it is shared with the Front Range Area and the municipalities within it. Local communities are not the only governmental organizations with a concern in dealing with new management. Within the next five years one third of the State of Colorado employees will be eligible for retirement. (State of Colorado). However, government organizations need to understand this is a difficult process due to the constant change of leadership. (Wilkerson, 2007). With these staggering statistics there is a solution: succession planning, which is critical to an organization's success and future. (ibid).

What is Succession Planning?

Succession planning is an organization's training; development and exposure of critical leadership duties with identified current employees, which when called upon could fill the role of executive managers when those positions are vacated. (Wilkerson, 2007). To consider a good succession plan, municipal organizations must consider the pending leadership shortage and there is no one ideal succession-planning model. (Allen, 2002). Each organization needs to analyze its mission statement, goals, and future plans to determine how it wants their future managers to be developed. (ibid). Successful organizations ensure there is a formal process to create an adequate pool of potential management candidates, to fill the organization's needs with the organization's philosophical goals. (Hellbusch, 2004). For the purpose of this report I will call the candidate pool or program a "Public Emerging Managers", or PEM for its acronym.

Succession planning is based on each individual organization's future goals. It is established to ensure the necessary leadership skills are available to fit an open position with an individual that has knowledge of how to use their learned skills. Succession planning is: 1) defining those candidates in a PEM "pool" (Allen, 2002), 2) a budget is supported by executive management and board members (ibid), 3) ongoing training is provided (ibid), 4) continually monitor the program and make needed adjustments (ibid), 5) no guarantees are provided to those who are members of a PEM program (State of Colorado), 6) organizations must promote strong communication between management and personnel about the requirements for PEM mem-

bership (ibid), 7) management must also have inter-departmental communication to discuss positions opening up as well as candidates for the PEM (ibid), and 8) shadowing, a method of observational training, is another valid training tool that should be utilized (Hellbusch, 2004).

What Skills are Needed?

In order to be considered for membership into a PEM, applicants or suggested candidates should: 1) create a skills assessment on all current employees and those skills that are needed for promotional opportunities (Allen, 2002), 2) members of the PEM must have the desire to learn new skills and to be challenged (Barber, 1988), 3) ensuring those candidates are interested and committed to the program (Allen, 2002), 4) feedback must be provided to those involved; as well as those who desire to be involved in the PEM (Wilkerson, 2007), 5) PEM participants should be expected to continue their education, training, coaching, and networking, (State of Colorado), 6) participants should also hold routine meetings with a mentoring manager to discuss their progress (ibid).

According to Barber (1988) those skills include: budget or financial management, inter-personal skills, and personnel management. Benest (2009) concurs with Barber regarding inter-personal skills, or “soft skills” and states that many managers fail due to poor people skills. These soft skills include team leadership and building, listening, and conflict resolution just to name a few. (ibid). Literature is a good way to begin an inquiry into succession planning, but the researchers and authors are not the sole authority on necessary skills for a good manager in Colorado. From this thought, a few current and former Colorado public managers were consulted on what they believed were some of the most important skills required to become an effective public manager.

Dave Stone (12/09/2010) agrees with Barber and Benest about interpersonal skills. Stone also believed other skills are necessary such as the ability to delegate, leadership, and one of the most important is the ability to see the long term outcome, or “Big Picture”, of every decision that is made. Chuck Reed (12/10/2010), former City Manager for the City of Federal Heights, concurred with Stone regarding the Big Picture and adds how those fit into the context of the board’s goals. Greg Etl (12/10/2010) also agreed with Barber regarding financial management skills being a necessity. Etl also concurred with Benest and Stone about delegation skills and added that the ability to effectively communicate with their team will only enhance their leadership capabilities. Etl also believes that along with communication an effective future manager, a member of a PEM, should always strive to improve upon their presentation capabilities, both in production and before the board or public.

Finally, Monty Torres and Karen Schminke (12/29/2010), City of Brush City Administrator and Assistant City Administrator, offered their insights for the necessary skills of a good public administrator. . Torres strongly agreed with the necessary skills of leadership, communication and financial understanding. Some of those skills include the ability to take the time to understand the community that you work for, and to identify those positive leaders and potential partners within that community. Torres further commented about communication with the ability of a public manager to build a relationship with board members and the municipalities’ department heads, doing this will enhance your career. Torres also talked about prioritization and being able to determine what is most important, a skill I have been developing within the Best & Brightest Internship, and top priorities can change every day. Schminke concluded an important skill that is many times overlooked. A public manager should have the ability to identify, recognize and use a professional network, both formal and informal, “Don’t be afraid to use it.”

Conclusion

PEM programs will enhance a communities’ progression or transition from one executive manager to the next. It will not only aid with the executive manager position, it will aid in locating and promoting qualified

candidates to other positions within an organization. PEM programs will provide an additional career development opportunity to employees and succession planning prepares those in a PEM program with the necessary skills towards the next promotional opportunity for each individual PEM member. (State of Colorado). Each public entity should strive to implement a PEM program for the future of their respective organizations. PEM members should be allowed to use their PEM membership status on resumes and job applications. During the background investigation and inquiry of PEM membership, organizations should acknowledge their PEM status and promote its training supplied to each PEM member. By doing this, it will promote PEM membership even further; it will also aid leadership development and increase the "pool" of eligible candidates for future positions within an organization as well as within the public management needs, within and for the State and the Nation.

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In addition to succession planning, remember Managers in Transition, too. Send an email, today!

Mike Copp, hmcopp@msn.com

Scott Randall, scottrandall1955@yahoo.com

Lyn Boswell, winlyn08@gmail.com

Juanita Nevarez, jnjpeacock@hotmail.com

Michael Friesen, mfc Colo@msn.com

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Ronda Lancaster, lanentpv@fone.net

Nick Meier, njmeier@comcast.net

What are your thoughts on an electronic newsletter?

Postage costs about \$150 and Printing is about \$200, costing the Association over \$1,000 to print and distribute 3 newsletters a year. (Staff time for printing and mailing is close to 4 hours.)

Time, resources and money can be saved by making the switch to an electronic newsletter. An email notification would be sent with a link to each new online newsletter.

Please think about the pros and cons. Look for a short survey (online!) to assess the majority opinion on paper or e newsletters.....



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