



EMERGING MANAGERS EXCHANGE PROGRAM (EMEP)

Program Description
February, 2018

PURPOSE:

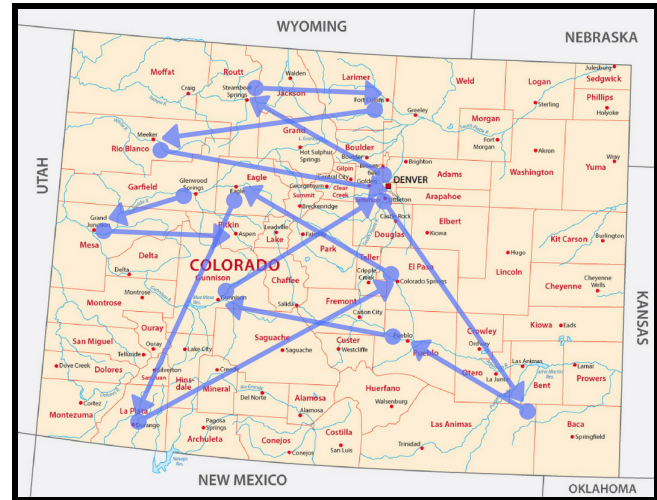
Provide Emerging Managers unique opportunities to gain experience, understanding, and insight into local government and management strategies – beyond their current position or organization. Specifically, this program aims to provide the following opportunities for participants:

- Learn from and meet different managers across the state
- Gain insight into different organizations, management styles, cultures, and elected officials
- Meet new managers and local government professionals
- Experience personal growth
- Explore new areas of local government
- Accomplish meaningful projects
- Share best practices and outside knowledge with the hosting organization
- Return with and share best practices from other organizations
- Experience work from a different point of view
- Work in and explore different areas of Colorado

It is understood that developing the next generation of the workforce is integral to local government. EMEP can play a small role in the successful development of Emerging Managers.

PROGRAM STRUCTURE:

In order to work effectively, EMEP will require a reciprocal relationship between host organizations and Emerging Managers. Emerging Managers participating in an exchange should also plan to be the main contact for their organization and hosting an Emerging Manager. As a host, the Emerging Manager will be asked to prepare their organization, develop a schedule, and receive buy-in from their CAO to host another Emerging Manager.



DETAILS:

Participants	Open to all members of the Emerging Managers & CCCMA
Hosting Organizations	Open to all interested local government organizations with participating Emerging Managers on staff.
Duration	<p>A minimum of two days to up to one week is recommended.</p> <p>The duration of the exchange can vary, and will largely depend on the flexibility and schedules of the participating Emerging Manager and Host Organization.</p>
Dates	EMEP is flexible and can be arranged for any dates that work for the Emerging Manager and organizations. There are no set dates for an exchange to take place.
Program Costs	The sending organization would be responsible for the participant's normal salary, lodging, and per diem costs, and this should be considered by the sending organization as a training opportunity for the traveling Emerging Manager.
Office Supplies	Hosting organizations are asked to make basic arrangements for the visiting Emerging Manager (e.g. work space, desk, chair, internet access, etc.)

	The Emerging Manager should bring their own work station with them (e.g. laptop computer, cell phone, etc.)
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WORK PROJECTS:

While the strongest benefits of EMEP for an Emerging Manager is simply being exposed to a different organization, management styles, and cultures, EMEP is also designed to facilitate the exchange of ideas and areas of expertise between local governments. Although it is not required, we strongly recommend developing a brief project for the visiting Emerging Manager to work on and share with the host organization during the exchange.

The host organization should understand that the visiting Emerging Manager is not an intern. In fact, they are most likely a very skilled and educated employee that can serve as extra horsepower for the organization on a temporary basis, much like a consultant. If possible, host organizations or participants should coordinate a project ahead of the exchange to determine projects of interest and a basic schedule.

EXAMPLES OF WORK PROJECTS AND ACTIVITIES DURING THE EXCHANGE PROGRAM INCLUDE THE FOLLOWING:

- Testing the host organization's orientation and onboarding process, followed by developing or recommending ways to improve the welcome process for new hires.
- Evaluation of the community's wildfire risk, and recommending action steps for wildfire mitigation planning and projects.
- Developing or sharing performance dashboards and other metrics for the host organization to implement and begin tracking.
- Budget analyst projects for the host organizations budget or for individual funds, such as developing a new spreadsheet for CIPs, Capital Equipment Funds, emergency reserve analysis, etc.
- Researching internal policies and best practices from other local governments for the host organization to consider implementing (e.g. on-call policies, cell phone stipends, maternity leave policies, reward & bonus programs, employee wellness programs, computer use policies, use of government issued vehicles, etc.)
- Researching external policies and ordinances from other local governments for the host organization to consider implementing (e.g. chickens / livestock ordinances, officer worn body cameras, drought watering restrictions, marijuana zoning restrictions and licensing procedures, tiny home policies, etc.)
- Enhancing a citizen survey
- Audit of the host organization's website for unclear information, typos, broken links, etc.
- Social media policies and strategic planning for communications
- Cost analysis and ROI studies

- Climate Action Planning

EXAMPLES OF OTHER ACTIVITIES DURING THE EXCHANGE PROGRAM INCLUDE THE FOLLOWING:

- One-on-one meeting with the CAO of the organization
- Attend a Council / Board meeting
- Attend a department head / director staff meeting
- Tour of the local government's facilities and other areas of interest
- Ride along with officers
- Have fun. Participating emerging managers should be exposed to the community, its events, culture, and offerings. Going skiing, hiking, biking, or attending local events is strongly encouraged.

EXAMPLE SCHEDULE:

The following is an example schedule of an exchange over the course of 3 days, and it is intended to simply provide a rough idea of what an EMEP exchange could consist of. The actual schedule will vary, and will be at the sole discretion of the host organization.

	DAY 1	DAY 2	DAY 3
Early Morning	Orientation	Hike	Project Work Time
Late Morning	Tour of Town, Intros	Project Meeting	Tour of Rec Center
Mid Day	Lunch w. CAO	Lunch	Bike Ride
Early Afternoon	Tour of Water Plant	Director/Staff Meeting	Project Presentation
Late Afternoon	Council / Board Meeting	Project Work Time	CAO meeting/recap
Evening (after work)		PD Ride Along	Concert in the Park

MATCHING:

To be successful and to offer the best learning experience, Emerging Managers will be placed with organizations that are different from their current position and best meet their interests. For example, someone who currently works in a large organization may want to gain insight into a smaller organization, and would be matched accordingly.

When possible, Emerging Managers would also be matched based on skill and organizational need. For example, if an organization currently needs help with website development, an Emerging Manager with strong communications and website skills could be matched with that organization.

SELECTION CRITERIA:

1. Emerging Manager's Area of Interest
2. Unique Organization Size and Type
3. Experience of EM / Needs of Organization

EXCHANGE QUESTIONNAIRE:

To participate in the program, Emerging Managers will be asked to answer simple questions for themselves and on behalf of their organization to facilitate the best match possible. Questions will include the following:

- What would you like to gain from an exchange?
- What type of an organization most interests you or would you like to have more insight on? (E.g. large municipality, rural county, mountain town, etc.)
- What types of projects or expertise could you offer an organization?
- Is your organization and CAO also interested in hosting?
- What does your organization need or could benefit from with a visiting EM?

PILOT EXCHANGE PROGRAM:

Before this program is made public and offered to other organizations, a test exchange and pilot program will be coordinated to help improve and gather feedback on the strengths and weaknesses of the program.

COMPLETE PILOT EXCHANGES:

Town of Carbondale to Town of Snowmass Village

- January 9 & January 16, 2018

Town of Snowmass Village to Town of Carbondale

- January 25 - 26, 2018

PILOT PROGRAM PARTICIPANTS:

- City of Aspen – Michelle Holder
- City of Estes Park – Travis Machalek

- Town of Snowmass Village – Travis Elliott
- Town of Carbondale - Angie Sprang
- Colorado Springs - Nina Vetter
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