New Manager Orientation

Alaska Municipal Managers Association

International City Manager Association
Session Outline

- Welcome & Introductions
- Local Government 101
- Leading the Organization
- Working with your Council/Assembly
- AMMA/ICMA/AML Resources
Tell us about yourself

• Name
• Title
• Community
• How long in your current position
• One challenge/obstacle you are currently facing
Local Government 101

Katie Koester
City Manager
City of Homer
kkoester@ci.homer.ak.us
Governance Structures (Title 29)

• Support for maximum self-governance in the Alaska constitution

• Different structures exercise different levels of those powers
  • Home-rule
  • First Class
  • Second Class
Open Meetings Act (AS44.62.310)

• Purpose: ensure the decision making process occurs in the public
• Definition: A gathering of more than 3 members or a majority, whichever is less
• When in doubt, notice a meeting
Public Records

• Public Records Include: emails, texts, internal memos, files, travel reimbursement forms, invoices, etc.
  • Exceptions
    • Attorney client privilege
    • Deliberative process (before the decision is made)
    • If otherwise restricted by law (personnel records, customer contact info, etc.)

• Know your municipality’s rules for turn around time, charges, etc.

• Remind your staff and elected officials
  • Don’t put anything in writing that you would not want to see on the front page of the paper
  • Be wary of texts as a work around
  • Do all official business on municipal devices or your risk a personal device being confiscated for a public records request
Leading the Organization

Mila Cosgrove
Deputy City Manager
City & Borough of Juneau
Mila.Cosgrove@Juneau.org

Stephanie Queen
City Manager
City of Soldotna
squeen@Soldotna.org
1. Understanding Your Role.

It may not be, what you thought it was going to be...
13 Important Managerial Roles (according to ICMA)

- Consensus Builder
- Educator on Community Issues
- Translator / Interpreter of Community Values
- Problem Solver
- Process Leader
- Convener of Interested Parties and Divers Community Groups
- Team Builder / Mentor
- Source of Empowerment
- Change Agent
- Champion of New Technologies
- Facilitator of Conflict Resolution
- Bearer of Ethical Standards
- Champion of Leadership Development within the Community
Articulate a Vision. Communicate your Values.
People Move in the Direction of the Conversation
"Have a plan. Follow the plan, and you’ll be surprised how successful you can be. Most people don’t have a plan. That’s why it’s easy to beat most folks."

Paul William ‘Bear’ Bryant
Make structural/process improvements, where possible
Champion Leadership Development

**Hire the Right People**

• Think about hiring for potential, rather than just hiring for experience—especially for entry-level positions. This can pay huge dividends in building long-term talent.

• Candidate attributes like curiosity, determination, and the ability to “Learn on the fly” can yield new organizational perspectives, a culture unafraid of new challenges, and an insightful talent pipeline.

• The bonus: employees often feel loyal to organizations that “gave them their shot,” which can lead to greater retention.

**Grow Talent from Within**

• Internships

• Professional Development (technical skills based, and leadership)

• Modify job duties or assignments to take advantage of special skills/interests
2. Leading Managers.

We’re all on the same team. We’re all in the same boat.
Build Trust, Relationships with Dept. Heads

• Be authentic.
• Let people see you learn.
• Take opportunities to ‘have their back.’
• Celebrate early wins.

• Question: How is this different for Managers who were hired from within the organization, versus being hired from outside?
• What strategies have worked for you?
Setting Goals and Expectations

• Annual Review with Department Heads
• Each Department Head sends their:
  • Accomplishments over past 12 months
  • Goals for the upcoming year
• Can be Individual or for their entire Department
• Meet one-on-one, discuss expectations/performance, agree on priorities
• Share (accomplishments) with your Elected Body
Take Time to Show Appreciation

• In public.
• In front of the rest of your leadership team.
• One-on-one.
• Nominate Dept. Heads for awards in the community/professional organizations.
Help Them Become Better Bosses

• Many Department Heads have risen to that job because of technical knowledge and experience.
• Professional development is critical.
• So is encouragement and support – even just checking in occasionally.
• Remind Department Heads that ‘leadership’ and supporting their employees is a critical part of their job.
Help Department Heads Manage Stress

At the Office...
• Limit interruptions
• No more unnecessary meetings
• Help people prioritize

And away from it...
• It’s OK to be off when you’re off
• Set healthy boundaries and give your people permission to do the same.
A Quick Word about Dept. Heads + Elected Officials

• Think about how you want elected officials to interact with your department heads, and establish some boundaries.

• Open Door policy, or ask elected officials to work through you?

• Are there legal (code or charter) parameters that limit Mayor/Council interference with employees regarding personnel matters or work assignments?

• Find ways to make sure elected officials have some influence (through the Manager), and can share their observations and concerns.

• Try to get them to focus on the ‘What,’ and not the ‘How’
(Stay) Interview High Performers

• What strengths or talents do you have that aren’t being used?
• What would make your work more meaningful / satisfying?
• How am I doing as supporting you as a leader?
• What part of working here strikes you as ridiculous?*

*IThis is one of my favorites.
What to do when ‘we’ make a mistake.

It matters...
Organizational Culture

- Evident in the behaviours of individuals and groups
- Amplified by the behaviours of leaders
- Embedded in a network of organizational practices
- Visible in the ‘way that work gets done’ on a day-to-day basis
- Shared beliefs, values and assumptions held by members of an organization
How would you define the culture in your organization?
THE ICEBERG that sinks organizational change

Visible Organizational Culture
- Vision
- Strategy
- Shared Values
- Structures
- Beliefs
- Perceptions
- Assumptions
- Values
- Norms
- Unwritten Rules

“Invisible Organizational Culture
- Goals
- Policies
- Procedures
- Tradition
- Stories
- Feelings

“The way we say things”
“The way we really get things done”
Building Culture – Hard Work, Not Rocket Science

• Listen
• Define your gap
• Design your strategy
• Articulate your vision – your Why
• Keep moving forward
Create effective strategies for change

• Engage your organization in a conversation on vision and values
• Walk your talk – No exceptions
• Train your Managers and Supervisors
• Conduct employee engagement surveys
Employee Engagement

The amount of discretionary performance an employee is able and willing to engage in.
Research Shows...

<table>
<thead>
<tr>
<th>ENGAGED</th>
<th>NON-ENGAGED</th>
<th>DISENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>54%</td>
<td>17%</td>
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The level of engagement among your employees has a direct impact on the quality, quantity and manner in which services are provided.
Gallup Engagement Hierarchy

Basic Needs
- What do I get?
  - Q2: I have the materials and equipment.
  - Q1: I know what is expected of me at work.

Management Support
- What do I give?
  - Q4: Recognition last seven days.
  - Q3: Do what I do best every day.

Teamwork
- Do I belong?
  - Q6: Someone at work encourages my development.
  - Q5: Supervisor/Someone at work cares.
  - Q7: At work, my opinions seem to count.
  - Q8: Mission/Purpose of company.
  - Q9: Coworkers committed to quality.
  - Q10: I have a best friend at work.

Growth
- How can we grow?
  - Q11: Progress in last six months.
  - Q12: Opportunities to learn and grow.
4. Labor/Management Relations.

We’ve got a union, now what?
So you have a union...

Legal Authority for Collective Bargaining
Collective Bargaining Basics
Navigating Union Politics
Working with your Council/Assembly

Katie Koester  
City Manager  
City of Homer  
kkoester@ci.homer.ak.us

Jim Williams  
Chief of Staff  
Fairbanks North Star Borough  
JWilliams@fnsb.us
1. Professional Ethics.

Declaration of Ideals
Professional Ethics
Kevin Duggan’s Essential Rules

• Education and Prevention
• The News Paper Rule
• Legal vs. Ethical – know the difference
• Walk the talk
• Be the culture you want to be
• You own the results of the organization
• How you respond matters more than the failure
• Time matters – respond as quickly as you can
Professional Ethics
Kevin Duggan’s Essential Rules (Continued)

• Know your role and when to own a problem
• Understand the consequences of responding or not responding
• Full disclosure – fast
• Keep your organization focused
• Support the innocent
• Recovery plan for organization
• Your going to get asked “What, When & How did you know” be ready to answer the mail
2. Understanding your Role.
Understanding Your Role

- Have some humility and patience – you're not an elected official!
  - Policy making vs. administration
- 1st order of business – gain the trust of your staff, your council and community – listen lots, act less
- Know your form of government and governing laws
- Work-life balance
- Have a little grit – you will be tested
- Get to know what your council wants – confidential, one-on-one interviews
- Hire, supervises and terminates department directors
- Chief spokesperson for the operations of the government
- Implement and carry-out the policies of the council or assembly
3. Communications.
Communications

• Make sure all decision makers have the same information
• Make sure they hear big or bad news from you first – they want to be in the know with their constituents
• Treat them all with respect and don’t play favorites
• Communication takes time – but it is your job – you are the conduit between them and the organization
• Cultivate your relationship – build a reservoir of good will to draw from when you need it
  • Regular meetings/contact with members
  • Follow through on the little things
  • Each member communicates differently, figure out their individual style
4. Navigating Politics.
Navigating Politics

• Stay in your lane
• Don’t get involved in who runs for office or elections
• Set boundaries and work flow expectations
• Make sure you have a good working relationship with key constituent groups in your community
• You need to be able to work with anyone and everyone
• Cultivate relationships with higher elected officials but let your local elected official take the spot light
Additional Resources
http://alaskamanagers.org/new-manager-orientation/

Resources for the Interim or Acting Manager – ICMA

First-Time Administrator’s Handbook – ICMA

Career Compass Anthology Vol I- ICMA

Career Compass Anthology Vol II- ICMA

Local Government Primer – AML

A Primer for City Council Members – DCCED, DCRA