



ICMA Senior Advisors Program Manual

January 2017

ACKNOWLEDGEMENT AND THANKS

In January 1973, Wes McClure, the city manager of San Leandro, California and ICMA Vice President wrote a letter to Mark Keane, the executive director of ICMA. In the letter McClure explained his idea for a new program – a program of volunteers in public service. A key element of the program was to provide managers who were about to retire with an opportunity for continued public service to the profession. According to McClure, “The value of the system is that it would make use of the abilities of experienced administrators whose talents would otherwise be wasted.” Wes’ vision resulted in the creation of the ICMA Senior Advisor program in 1974 to make the counsel, experience and support of respected, retired managers of the profession available to city and county managers and administrators with Wes being the very first Range Rider. All Senior Advisors since are grateful to Wes.

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INTRODUCTION TO THE ICMA SENIOR ADVISOR PROGRAM

The ICMA Senior Advisor program was established by the ICMA Executive Board in 1974 as the ICMA Range Rider Program* to make the counsel, experience, and support of respected, retired managers of the profession available to members. There are currently more than 85 Senior Advisors serving members in 22 states

Senior Advisors are retired managers with extensive experience who volunteer their time to provide a unique source of outside advice to their colleagues. They are selected jointly by the state sponsor and the ICMA Executive Director. Although they are expected to be visible, accessible and responsive to members and association needs, Senior Advisors are unpaid volunteers who pursue other activities while in retirement and thus are not “full time.” Expenses incurred are reimbursed and shared by ICMA and the sponsoring state organization. The expenses allocated depend on the size of the state, the number of Senior Advisors and funds available from the sponsors.

Senior Advisors are available to meet periodically with members in their states or areas to discuss the profession and their concerns as members. Discussion topics range from relations with elected officials, overall management questions, relations with ICMA, responses to local controversies such as referenda on the council-manager plan, to career development.

All discussions are on a confidential basis. Senior Advisors are friends, colleagues, and advisors 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. However, Senior Advisors may consult with local governments as individuals, on a part-time basis, as long as the consulting does not impair his or her effectiveness. Program guidelines contain advice for Senior Advisors who do part-time consulting.

Senior Advisors may also help communities interested in creating a professional local government management position, including adoption of council-manager government.

Members with questions on the Senior Advisor program can contact Senior Advisor Greg Bielawski at 630/462-1876 or e-mail gbielawski@icma.org

*In 2013, a Range Rider 2014 Advisory Committee was appointed by ICMA Executive Director Bob O’Neill to celebrate 40 years of the program and to enhance its value to ICMA members and to state associations in the second century of ICMA. A number of the adopted recommendations reinforced current guidelines and some involved changes and/or greater clarity. The Committee, and others who provided feedback, urged a change in the name from Range Riders to Senior Advisors to better describe the role and its primary emphasis on providing members with advice and support.

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, and provide structure for the program nationwide while recognizing the differing needs among the individual states. Details of the program can be found in the remaining sections of the ICMA Senior Advisor Program Manual and by contacting the ICMA Senior Advisor Program Coordinator, ICMA Senior Advisor Greg Bielawski at gbielawski@icma.org.

A. Purpose of the Senior Advisor Program

The program is a partnership between ICMA and state sponsors to help address the personal and professional needs of individual members. Personal support is the program's priority activity. Assistance to governing bodies, charter commissions and community groups on the form of government is the second priority.

B. Senior Advisor Qualifications

1. Be a retired member in good standing of ICMA and the state sponsor upon appointment and while serving as a Senior Advisor.
2. Have served a minimum of ten years as the appointed CAO of a local governmental jurisdiction OR if not served as a CAO, have had at least ten years' management experience as an Assistant/Deputy CAO.
3. Maintain an active phone number and email address.
4. Be a resident of the state at the time of appointment.
5. Be willing to actively participate in the program for the duration of the appointment.
6. Affirm knowledge of and a commitment to the ICMA Senior Advisor Program Guidelines and the state sponsor's Senior Advisor Program Policy.

C. Guidelines for Senior Advisors

1. Serve as a volunteer advisor, following retirement from local government in-service employment, to support state sponsor and ICMA members, with only out-of-pocket expenses reimbursed.
2. Reach a mutual understanding with the state sponsor on the amount of time that will be available to devote to the program and what expenses will be reimbursed.
3. Follow up when alerted to members in crisis and CAOs new to the state.

4. Contact all CAOs in your designated region by phone or in person on a schedule agreed upon and publicized by the state sponsor. It is important to reach out instead of waiting to be contacted.
5. Maintain membership in ICMA and with the state sponsor and advocate membership in both organizations to nonmembers.
6. Maintain current knowledge about both sponsors' programs and services to help members make good use of available resources.
7. Uphold the high standards as embodied in the ICMA Code of Ethics. The primary mission of Senior Advisors is to serve colleagues and to represent the profession. Senior Advisors 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 sponsor. Before participating in any political activity at the local, state or national level, Senior Advisors should consult with state sponsor leadership to seek their guidance and permission to proceed.
8. Be sensitive to the appearance of conflict of interest in considering part-time consulting jobs. Consult the *Avoiding Conflicts of Interest* section of the Guidelines for permissible consulting activities and contact the state sponsor for guidance.
9. Submit quarterly activity reports and expense reports to the state sponsor. ([Appendix D](#)).
10. Attend the state sponsor 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.
11. Maintain an active and regularly accessed e-mail address.
12. If asked to provide assistance to local governments in recruitment and selection of a CAO, consult the *Assistance to Local Governments in Recruitment of a Manager/Administrator* section of the Guidelines and contact the state sponsor for guidance.

D. Guidelines for ICMA

ICMA maintains policies, goals and guidelines for the program and conducts periodic reviews in consultation with key stakeholders. The most recent review was conducted in 2013-2014. ICMA also provides a Senior Advisor Program Coordinator to encourage and assist with establishing programs, to advise on policy, to share information on policies and procedures in other states and to maintain regular communication with Senior Advisors.

In Establishing a Program, ICMA and the Senior Advisor Program Coordinator will:

1. Provide materials on starting and maintaining a Senior Advisor program.

2. Assist state sponsors in drafting appropriate policies and guidelines for their state. See [Appendix A](#) for a *Recommended State Sponsor Senior Advisor Program Policy*
3. Provide a list of Life and Retired Members in a state to help identify potential new Senior Advisors.
4. Announce new Senior Advisor programs in coordination with the state sponsor and find ways to give Senior Advisors more national visibility.

In Maintaining a Program, ICMA will:

5. Pursuant to a mutually agreed upon budget, share expenses equally with the state sponsor. (Note: Should a Senior Advisor be asked to spend more than a day at any particular local government during a visit or to undertake a special project for the local government, reimbursement for travel and per diem will be covered by the local government and not the state sponsor or ICMA.)
6. Provide a timely response to state sponsor requests for approval of new Senior Advisors.
7. Provide a sample form that state sponsors can adapt for the periodic Senior Advisor performance review. This is conducted to ensure program effectiveness and that all parties are meeting the expectations as outlined in ICMA's program guidelines and the recommended State Sponsor Senior Advisor Program Policy. (See [Appendix C](#)) Share examples of review processes from other states when requested.
8. Provide Senior Advisors with ICMA business cards using the names of both sponsoring organizations and, upon request, ICMA stationery. (See [Appendix H](#) for instructions on ordering business cards).
9. Provide regular communications on ICMA activities and the profession to keep Senior Advisors up to date on current developments in the field of professional management.
10. Provide complimentary registration to Senior Advisors at the ICMA Annual Conference and organize a meeting for those in attendance. Encourage conference attendance by including a contribution to hotel expenses for Senior Advisors attending from the ICMA region in which the Annual Conference is held.
11. Provide a list of Members in Transition via the ICMA Web site and include new MITs in the *ICMA Leadership Matters* newsletter.
12. Conduct a periodic assessment of the Senior Advisor Program.

E. Guidelines for State Sponsors

In Establishing a Program, the state sponsor will:

1. Adopt the recommended State Sponsor Senior Advisor Program Policy (See [Appendix A](#)) tailored to the specific needs of the sponsor. This includes guidelines for Senior Advisors clearly stating program goals, expectations and the responsibilities of Senior Advisors and the state sponsor.
2. Identify a qualified, skilled and experienced individual or individuals who are eager and committed to participate. (See [Appendix E](#))
3. Establish a budget for the program. Annual expenses can range from \$500 to \$1000 per Senior Advisor depending on the area covered and the activities of the Senior Advisor.
4. Designate one individual who is responsible for coordination and access to the state sponsor board. In most states this is provided by the association secretariat, usually in the state league or a university. This is a key ingredient for a successful Senior Advisor program.
5. Contact ICMA, who in addition to the state sponsor, approves each Senior Advisor. Also provide the budget that you have established and which ICMA is asked to match. ICMA will then execute a letter of agreement. (See [Appendix B](#)) At this time, ICMA will coordinate with you on announcing the new program to your members.

In Maintaining a Program, the state sponsor will:

1. Review and approve Senior Advisor expenses and submit activity and expense reports on at least a quarterly basis to ICMA. Reimbursement of expenses will be contingent upon submission of proper documentation. State sponsors are urged to reimburse Senior Advisors promptly and bill ICMA for 50 percent of the amount paid. ICMA operates on a July 1 - June 30 fiscal year. Reminders are sent to state sponsors in May requesting that all reimbursements for that period be submitted by early July.
2. Provide regular communications on state sponsor activities; include Senior Advisors in statewide list serves.
3. Arrange a periodic meeting or conference call with all Senior Advisors in the state.
4. Encourage members to take advantage of the Senior Advisor program. For example, send congratulatory communications to all newly appointed managers copying the appropriate Senior Advisor. Include an explanation of the purpose of the Senior Advisor program and the name, address, email address, and telephone number of his or her Senior Advisor.
5. Notify Senior Advisors of members in crisis and those whose employment has been terminated.
6. Find ways to increase program visibility. For example, solicit articles from Senior Advisors for publication in your state newsletter. Publishing information about the goals, achievements, and individuals of the Senior Advisor program is the easiest way to gain visibility for the program and broaden support among members. Also, recognize Senior

Advisors on appropriate occasions, such as at a state conference and at board meetings.

7. Provide complementary registration and expense reimbursement for Senior Advisors to attend annual state meetings. Define which other meetings Senior Advisors are expected to attend.
8. Advise ICMA of Senior Advisor vacancies due to retirements or other reasons. Recommend Senior Advisor candidates for joint appointment.
9. Conduct a performance review with each Senior Advisor on the schedule established in the state's Senior Advisor Program Policy ([See Appendix C](#)). To facilitate conversations on mutual expectations, ICMA's recommended policy encourages an initial appointment of one year for new Senior Advisors with a performance review after that first year, and if performance is acceptable, then two year reappointments with a performance review at least every two years to discuss how things are going. The initial and subsequent reviews should be based on clear expectations/criteria outlined in the state's Senior Advisor Program Policy.
10. States have the option to confer Emeritus status to those Senior Advisors who wish to retire or who have limitations in performing their duties to the fullest extent. ICMA does not provide financial support or oversight for those in Emeritus status.

F. Part-Time Employment and Avoiding Conflicts of Interest

Senior Advisors, as retired professional administrators, possess skills that may be marketable after leaving full-time employment. This marketability can contribute significantly to the good of the profession, and it can offer opportunities for the Senior Advisor to benefit from gainful employment and to pursue professional interests. The Senior Advisor program recognizes such marketability and its opportunities. Assumption of a Senior Advisor position, however, includes an obligation to commit a minimum level of time and availability to the program and to conform to ethical standards as embodied in ICMA's Code of Ethics, Tenets 1 and 3.

The following guidelines are provided to assist both the Senior Advisor and the state sponsor avoid conflict of interest, in fact or appearance, and to facilitate consistency throughout the program.

1. Senior Advisors may engage in part-time consulting or comparable professional activities as private entities, or sole proprietors or as an individual corporation such as a Limited Liability Corporation. They may also engage in teaching, consulting, or interim service with state agencies, quasi-public entities, local governments, or regional agencies. Retired administrators who commercially advertise as consultants are not eligible for Senior Advisor appointment
2. Any consulting or other activity should be part-time, intermittent, or on a short-term basis to permit the Senior Advisor to carry out active and responsive program responsibilities. Should a paid engagement limit or become limiting to the performance of Senior Advisor

duties, the individual should balance the engagement against resigning as a Senior Advisor so as not to impair the program.

3. Senior Advisors may be employed by a consulting firm on a part-time basis or as an independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.
4. When consulting or comparable professional services are provided to a local government for compensation, the services should not include those provided under the Senior Advisor program. Such an engagement should be by invitation of the local government in contrast to solicitation by the Senior Advisor.
5. When a Senior Advisor is unclear about how these guidelines apply to a particular situation, the Senior Advisor should contact the state sponsor or the Senior Advisor Program Coordinator at ICMA for guidance.
6. A state sponsor may establish conflict-of-interest guidelines that further clarify or restrict these national guidelines but may not negate or lessen their effect or intent.

G. Assistance to Local Government in Recruitment of a Manager/Administrator.

In some states, Senior Advisors individually help identify candidates and advise on the recruitment process for communities, especially small ones, which have chosen not to use a search firm. Any involvement is up to the state sponsor, but that assistance should not include involvement in the final selection process except perhaps in exceptional circumstances to maintain the integrity of the position. The following statement of policy is provided to clarify any Senior Advisor involvement in placement work:

1. Senior Advisor involvement in placement work for a local jurisdiction should be the exception rather than the rule as the main focus of the Senior Advisor Program is member support and advocacy of the Council-Manager Form and other forms of professionalism in local government management. Generally, placement work is best handled by a search firm or by the jurisdiction on their own, especially in cases where there are divided governing bodies or there are complex local issues. In cases where a jurisdiction lacks resources and seeks the assistance of the Senior Advisor Program in a placement process for the chief administrative officer, basic guidelines are presented below.
2. Senior Advisor placement assistance to a local jurisdiction may include some or all of these items:
 - a. Discussing the placement process with elected officials at public meetings. This includes the option for a jurisdiction to use a search firm.
 - b. Providing information to the local governing body on the benefits of seeking an experienced public manager or assistant, preferably an ICMA member.
 - c. Working with the local governing body on determining position requirements, KSA's (Knowledge, Skills, Abilities) and compensation.

- d. Working with the jurisdiction to prepare a position summary and advertisement based on local charter or code provisions.
 - e. Review resumes and application materials and assist the local jurisdiction in developing a list of those applicants meeting the requirements set forth by the governing body. Note: if more than one Senior Advisor is involved with the application review process, the Senior Advisors should be aware of any restrictions in state law that might prohibit discussion outside the public meeting.
 - f. Assist the local governing body in developing the interview process.
 - g. At the request of the governing body, facilitate the selection of the finalists for interview. The local governing body is solely responsible for selection of finalists for interview purposes. This should be done in accordance with applicable state or local laws regarding open meetings.
 - h. Assist the local governing body at the interview process but not participate in the actual interview.
3. What the Senior Advisors *SHOULD NOT* do in a placement process are as follows:
- a. Perform background checks on candidates.
 - b. Be involved in the selection of the candidate by the governing body.
 - c. If involved with a placement project for jurisdiction, offer to serve as or accept permanent appointment as chief administrative officer.
 - d. Be involved in negotiation of terms of employment for the selected candidate.

APPENDIX A

RECOMMENDED STATE SPONSOR SENIOR ADVISOR PROGRAM POLICY

[Name of State Sponsor] SENIOR ADVISOR PROGRAM

STATEMENT OF POLICY

I. 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 individual members. The program is designed to help with personal and professional issues and not to provide technical assistance nor to solve substantive problems in a local government.

II. APPOINTMENT OF SENIOR ADVISORS

A. QUALIFICATIONS - A Senior Advisor shall have the following qualifications:

- A resident of [State Sponsor] at the time of appointment.
- At least ten years' experience as an appointed Chief Administrative Officer (CAO) and/or an Assistant/Deputy CAO in local government.
- A willingness to actively participate in the program for the duration of the appointment.
- A commitment to follow the outline of responsibilities for Senior Advisors and the ICMA Senior Advisor Program Guidelines and Manual.
- Be a member of ICMA and the [State Sponsor] at time of appointment and to maintain such memberships during service as a Senior Advisor.
- Have an active phone number and email address.

B. APPOINTMENT PROCESS - The following process shall be used for the appointment of Senior Advisors.

- Creation of an open position by the [State Sponsor] 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.
- Notice of any vacancy shall be given to all [State Sponsor] members, who then shall be given 30 days from the date of notice to recommend candidates to apply or to recommend others to the [State Sponsor] President. Potential candidates shall be requested to submit a letter of interest and a resume. The final selection process shall be determined by the Board of Directors.
- Appointments shall be made jointly by the President of the [State Sponsor] with concurrence of the [State Sponsor] Board and the Executive Director of ICMA.

C. TERM OF APPOINTMENT

- The appointment shall be for an initial term of one year. A review is then conducted to assess whether expectations for the Senior Advisor and for the sponsors are being met. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment. Reappointment can be made for up to two years with a review conducted at least every two years. Any one of the three parties may end the appointment upon written notification to the others.

III. OUTLINE OF RESPONSIBILITIES FOR SENIOR ADVISORS

- The Senior Advisor is encouraged to make contact by phone, email, or in person with each member within his/her assigned area as practicable or suitable on an annual basis.
- The Senior Advisor is encouraged to contact, within the Senior Advisor's assigned area, each newly appointed manager and assistant manager within one month of notice of appointment; and is encouraged upon notification to immediately contact each member in transition within the Senior Advisor's assigned area.
- The Senior Advisor is expected to provide confidential counseling to all ICMA and [State Sponsor] members on personal and professional issues when invited to do so by a member within a 48 hour response time if at all possible.
- The Senior Advisor is expected to offer support upon request in a private manner directly to members who may be experiencing problems with their elected officials.
- The Senior Advisor is encouraged to attend at least one meeting or social event annually of the managers' group within the Senior Advisor's assigned area.
- The Senior Advisor is expected to attend the annual [State Sponsor] conference.
- The Senior Advisor is expected to refrain from direct or indirect public criticism of any member and to uphold the standards of the profession as embodied in the ICMA Code of Ethics.
- The Senior Advisor shall provide, at least quarterly, a statement of expenses along with a report of activities to the [State Sponsor] secretary who shall then forward the same to the [State Sponsor] President and ICMA Senior Advisor Coordinator.
- As requested assist in recruitment of ICMA and [State Sponsor] members and other joint activities and programs with ICMA.

IV. SENIOR ADVISOR EXPENSES

- Each year the [State Sponsor] Board of Directors shall determine eligible expenses and approve an annual budget for the Senior Advisor Program. Any changes to the budget should be communicated to ICMA.
- Eligible Expenses may include:
 - automobile travel at the current IRS mileage rate

- transportation, meals, lodging, and registration fees while attending managers meetings and the [State Sponsor] Annual Conference
- ICMA Annual Conference attendance.
- Procedure for Expense Reimbursement
 - Senior Advisors shall send the request for expense reimbursement along with a report of activity required in Section III to the [State Sponsor] Secretariat
 - The [State Sponsor] shall submit, at least quarterly, a request for 50% reimbursement to ICMA using the form provided by ICMA.

V. OUTSIDE ACTIVITIES

- Senior Advisors may engage in part-time consulting or comparable professional activities as private entities and/or sole proprietors. They may also engage in teaching, consulting, or interim services with state agencies, quasi-public entities, local governments or regional agencies. Such part-time activities shall be in accordance with ICMA Senior Advisor Guidelines. Senior Advisors shall advise the President of the [State Sponsor] before accepting any consulting agreement with a local government. In no instance shall a Senior Advisor accept a consulting assignment with a community without the expressed consent of the senior ICMA or [State Sponsor] member at the same entity.
- Senior Advisors may engage in interim manager positions and shall notify the state Secretariat of the acceptance of any such position. Such an assignment should not detract from the Senior Advisor’s attention to his/her Senior Advisor responsibilities
- Retired administrators who commercially advertise as consultants are not eligible for Senior Advisor appointment. Senior Advisors may be employed by a consulting firm on a part-time basis or as an independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.

VI. SUPPORT FOR AND REVIEW OF SENIOR ADVISOR PROGRAM

- The [State Sponsor] Board of Directors shall serve as the Oversight Committee for the Senior Advisor Program and accepts by reference the ICMA Senior Advisor Program Guidelines.
- The [State Sponsor] Board of Directors shall review this Statement of Policy and all aspects of the program at least every two years and shall meet with the Senior Advisor at the [State Sponsor] annual conference to discuss the Senior Advisor Program. At least every two years there shall be a formal review and assessment of the performance of all parties in meeting their responsibilities and expectations.
- The [State Sponsor] President shall recognize the contributions of the Senior Advisor at the annual meeting of the association.

VII. APPROVAL OF AND AMENDMENTS TO THE STATEMENT OF POLICY

- This Statement of Policy shall become effective upon majority vote of the [State Sponsor] Board of Directors.
- This Statement of Policy may be amended using the same process as with its original approval.

APPENDIX B
SAMPLE ICMA/STATE SPONSOR AGREEMENT

Joint Support of Senior Advisor Program

This letter of agreement sets forth the understanding between ICMA and _____ () as to their joint support of a Senior Advisor program for the state of _____.

Term of Agreement: This agreement shall be for a period through June 30, 20___. It shall be automatically renewed unless canceled by either of the parties, which may be done at any time with 60 days written notice to the other.

Adherence to ICMA Senior Advisor Program: ICMA and the _____ agree to adhere to and follow the policies outlined in the *ICMA Senior Advisor Program Manual* and may establish other mutually acceptable and beneficial expectations regarding the implementation and assessment of the effectiveness of the program.

Appointment of Senior Advisor: A specific person or persons will serve as a Senior Advisor (s) of this program only if jointly appointed by the Executive Director of ICMA and the president of the state sponsor. The initial term of the appointment shall be for one year. Reappointment can be made for up to two years with a review conducted at least every two years. Any one of the three parties may end the appointment upon written notification to the others.

Reimbursement of Expenses: The maximum total amount to be expended by the two sponsors shall be reviewed annually, starting with the date of appointment of each Senior Advisor. For the first year, the maximum amount shall be \$_____, to be shared equally between the two sponsors. The addition of future Senior Advisors and increases in budget will be mutually agreed to by both ICMA and the state sponsor.

Reports: The Senior Advisor will submit at least quarterly written reports to the designated state representative along with the statement of expenses.

Appointment of Senior Advisor: The Senior Advisor appointed under this agreement is _____.

Outside Activities: Nothing in this agreement will preclude an individual appointed as Senior Advisor to engage in teaching or consulting with state agencies, quasi-public entities, local governments, or regional agencies as long as conflict of interest, as defined in the *ICMA Senior Advisor Program Manual* is avoided.

President, _____

Date

Executive Director, ICMA

Date

APPENDIX C

PERFORMANCE REVIEW

In order to ensure that the Senior Advisor Program is of high quality and of continuing value, it is important periodically to review the performance of the providers.

- It is recommended that the state sponsor conduct a review of its program policy, the program's effectiveness and the year's activity at a board of directors meeting at least every two years. Senior Advisors should be invited to this discussion.
- In addition, one year after the initial appointment of a Senior Advisor, a review of his/her performance shall be conducted to identify successes, areas for improvement and to determine if the Senior Advisor should be reappointed.
- A sample Senior Advisor Performance Review form can be found [here](#) and is provided to assist sponsors in establishing a process. This form is based on the process used in California. For illustrative purposes the list of expectations is taken from the recommended state sponsor policy however the actual list should be determined by the state sponsor and the Senior Advisor.
- When it is time for the review process, Senior Advisors are asked to complete a self-evaluation using this form or another developed by the state sponsor, followed by a conversation with the designated state sponsor representative. The Senior Advisor and the state sponsor are encouraged to obtain input from members and others who have had experience with the program to insure as thorough of a review as possible.
- If reappointed, a performance review following the same process should be undertaken at least every two years.
- ICMA, as part of the affiliation agreement monitoring process, will review the performance of both partners in support of the Senior Advisor program.

APPENDIX D

ACTIVITY AND EXPENSE REPORTS

Senior Advisors are required to submit reports of activities and expenses. Both are to be submitted to the state sponsor while the activity report only is submitted to the ICMA Senior Advisor Program Coordinator. At a minimum, reports are to be provided quarterly, but particularly active states or Senior Advisors may wish to agree on more frequent reports.

Activity reports

ICMA and state sponsors require activity reports to:

- 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.
- Help provide information about the state of the profession and specific managers to sponsoring organizations.

It is important to maintain confidentiality in reporting the activities and concerns of members. Senior Advisors 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 professional management.

If a member does not wish a Senior Advisor report to include his or her name, the report can simply include the date and the fact that there was contact and nothing more.

Two sample activity reporting forms can be provided: one as an [EXCEL spreadsheet](#) and one as a [WORD document](#).

Expense reports

Requests for expense reimbursement must be submitted to the state sponsor by individual Senior Advisors and by the state sponsor to ICMA at least quarterly. This allows ICMA to manage the expense reimbursement process and to forecast expenses for its July 1- June 30 fiscal year. Contact your state sponsor for a copy of the summary expense reimbursement form to use. ICMA staff has provided template forms to each state sponsor to help streamline the reimbursement process for ICMA.

APPENDIX E

TIPS FOR STATE SPONSORS ON INITIATING A PROGRAM

- **Developing a formal, written policy establishing the program** (See [Appendix A](#) for the Recommended State Sponsor Senior Advisor Program Policy.)

The state sponsor establishes realistic expectations that are consistent with the overall objectives of the Senior Advisor program and the state policy. They should be written in a clear, concise manner and agreed upon by all Senior Advisors in the state. ICMA urges state sponsors to regularly review guidelines to adapt to changing circumstances.

A fundamental issue to consider is the amount of time that Senior Advisors are expected to donate to the program. While this may vary considerably from one individual to another and from one state to another, the state policy should clarify your expectations. Or you may prefer to establish minimum goals for each Senior Advisor to meet.

Additional expectations of Senior Advisors to clarify include:

- In addition to the annual state sponsor conference, which meetings are Senior Advisors expected to attend? Regional meetings? State board meetings?
- What specific expenses will be reimbursed?
- What is the process for submitting quarterly activity reports?
- Who should be notified of each consulting job being contemplated?
- Is assisting local governments in the recruitment for city/county manager positions included in Senior Advisor duties?
- Are interim manager assignments acceptable and if so, under what circumstances?
- Is holding an elective office acceptable?

Some states have conducted an orientation session for new Senior Advisors which has been very helpful in clarifying expectations. ICMA can provide a sample agenda.

- **Identifying skilled, experienced individual or individuals who are eager and committed to participate.**

CAOs or Assistant/Deputy CAOs who have retired from a position in the state are likely to be more readily accepted since they are already known and respected by colleagues. Furthermore, familiarity with your state's form of the council-manager plan and/or professional management positions will enable Senior Advisors to advocate more effectively for professional management in cases of adoption and retention.

Once candidates have been identified, confirm that:

- The candidate is a member of ICMA and the state sponsor.(Requirement)
- The candidate is acceptable to all.
- The candidate understands the expectations and responsibilities of the Senior Advisor position
- The candidate has an active email address (Requirement)
- The candidate understands the importance of logging and reporting activities.

APPENDIX F

TIPS FOR SENIOR ADVISORS

Senior Advisors provide valuable services to the associations, their members, and the local government management profession. Welcoming new managers to the state, congratulating managers on their appointments, providing support and advice to the individual member, promoting the value of the state sponsor and ICMA, and serving as a resource to community groups and elected bodies are some examples.

Increasingly Senior Advisors are being called upon to deal with complex and sensitive issues involving the manager's relationship with the council or other significant persons or groups. Senior Advisors find that the challenges they encounter require many of the same skills they honed as managers—the foremost of which is the ability to listen and help problem solve. Activities include providing support to a manager who is in trouble or is in transition, mediating a dispute between a manager and a council, and providing career counseling.

Senior Advisors may also be called upon to assist an elected board in its consideration of hiring a professional manager for the first time or a replacement. They may be a resource to community groups and elected bodies on adopting or retaining professional management.

The state's Senior Advisor Program Policy should outline procedures and expectations for your state. Contact your state contact, if you need clarification.

Member Support

One of the most important -- and most challenging -- tasks you will face as a Senior Advisor is keeping the members you serve aware of your availability. Being visible at state organization meetings and other similar gatherings of members is one way to do so. Courtesy calls to members on a regular basis in order to build trust and confidence is another. Introducing a member to a new development, product, or service of ICMA or the state sponsor may be a good starting point for conversation.

In order to help you engage in personal support the following eleven tips are suggested:

1. Show an interest in the member's problems.
2. Be a good listener.
3. Be understanding; don't try to fix blame; let the member 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
7. Remember we are not trained, professional counselors. If the member seems in distress he/she may need professional help. Tactfully and carefully suggest that such help be

sought. Sources of such help might be Employee Assistance Programs, government health departments, private counselors, ministers, etc.

8. Use follow-up calls when appropriate to find out if things have changed and to show your concern, but don't overdo it.
9. Offer to meet with the member and spouse if appropriate.
10. If the problem is with the member and council, suggest that sometimes an outside facilitator can be helpful.
11. At times it may be appropriate to suggest to the member it is time to move. Suggest a contact with ICMA to obtain the latest list of openings and search firms.

Membership Development

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 sponsor membership applications available so that you can assist a non-member who asks about membership.

Staying Current

Besides reading the *ICMA Leadership Matters* newsletter, *Membership Monday*, the daily ICMA News Briefings, *PM Magazine* and state sponsor publications, Senior Advisors can enjoy professional development opportunities at their state sponsor conference, and, when it's being held in their home region, the ICMA Annual Conference. In addition to providing Senior Advisors with an opportunity to talk with members, the conferences provide an excellent opportunity for Senior Advisors to be brought up to date on developments in the profession and their associations. Senior Advisor meetings held at the conference give Senior Advisors an opportunity to exchange ideas, concerns, and successes with one another and with the attendees.

Adoption and Retention of the Council-Manager Plan and Professional Local Government Management

If you hear of a community that is seeking information on professional local government management, including adoption/retention of council-manager government or the creation of a position of professional local government management, please direct them to Jared Dailey, Program Manager – Ethics and Form of Government at ICMA. Jared handles all form of government requests and may be reached at jdailey@icma.org or at 202-962-3557.

Because Senior Advisors often have high name recognition and acceptance due to their experience and knowledge, their advice and assistance is frequently sought by elected officials considering changing their form of government to the council-manager plan or other forms of professional management. You may also be called upon to assist in communities actively

seeking to retain the council-manager form of government. In both cases, the local government and all individuals involved benefit from a knowledgeable presentation about the advantages of the council-manager plan. ICMA has a generic PowerPoint presentation available and can customize it with statistics specific to that local government.

In situations in which you are called upon to defend the council-manager plan, you will need to confer with the incumbent manager, previous managers, and elected officials to determine why the plan is being challenged. You also will need to familiarize yourself with the ordinance or charter. Can you identify reasons that the charter is not working? Is there a group working to abandon the plan? Why? Is there a group that is promoting the retention of council-manager? Be prepared to discuss your findings and conclusions with the manager and elected officials.

[Resources for making a presentation to citizen groups](#) are provided on the Web site. In addition, materials in the *Council-Manager Form Resource Package* are available to help you support the council-manager form of government. The package is a compilation of articles and statistics attesting to the benefits and prevalence of professional local government management especially through the council-manager form of government.

If you are called upon to argue in cases of adoption or retention, you will need to prepare both yourself and your audience. An audience of elected officials, members of the media, and the general public will include individuals who may not be familiar with the complexities of government and the issues. One former Senior Advisor suggested, “Know your audience and the issues and address each with a simple, direct and factual presentation. Some of the public will misunderstand; some of the elected officials will question; and some of the media will present information in a manner to make it more readable and controversial. As a Senior Advisor and visiting expert, your presentation must reduce these possibilities of misinformation. Some people outside of the profession and government have difficulty with jargon that uses the alphabet, so avoid it. You would be amazed at the people who do not know what ‘ICMA’ is, so say the name in full.”

Before speaking, give elected officials and media representatives the following materials:

- Your business card.
- A brief explanation of the Senior Advisor Program.
- Information on ICMA and your state sponsor, including a brief description of the purpose of these organizations and their importance to professional management.
- The *Council-Manager Form Resource Package* available in downloadable versions at <http://icma.org/en/icma/about/overview/resource> (hard copies available from ICMA). This includes materials geared to establishing a position of professional management other than the council-manager form.
- The ICMA Code of Ethics.

After a brief introduction and argument, devote the majority of the time allotted to answering questions from elected officials and the public. Include the following major points in your discussions on council-manager government. These can be easily adapted if the focus is on another type of professional position:

- The professional code of ethics and its benefit to the community;
- The similarity between the council-manager plan and the structure of private businesses;
- The similarity between the council-manager plan and most school board/superintendent structures;
- The fact that the manager serves as the chief adviser to the council, which makes the final decisions, and that the manager must execute the council's decisions within the laws of the city/county, state, and federal governments;
- The growth of the council-manager plan in the country and in the specific state;
- The types of problems that confront local government which professional managers are uniquely qualified to resolve. Include, for example, descriptions of the manager's role in administering personnel systems and practices, in developing and administering budgets, and in conducting in-depth analyses and reports on community issues, service delivery problems, and alternative approaches.
- Procedures for recruiting, screening, interviewing, and selecting a manager.

Stress 'ethics.' This appeals to the public, elected officials and the media. They listen carefully to a brief summary of our Code of Ethics and its enforcement.

Offer to meet with citizen groups, community service clubs, and charter committees after your presentation. Meet with groups that are for the adoption or retention of the plan to discuss future strategies and offer resources. You may also want to argue your case before groups that are against adoption or retention. Meeting with these groups may allow you to learn more about their specific arguments. You should also make a concerted effort to meet with the media after your presentation; this will allow you make sure you've answered their questions thoroughly and provided them with the information they desire.

Assistance to Local Governments in Recruitment of a Manager

Senior Advisors can assist the community and members by providing the names of members in transition who may be interested in and qualified for the interim assignment. Senior Advisors may serve as interim managers on a limited basis. Because this activity is not usually covered under the regular Senior Advisor duties, approval should be received from the state sponsor and additional compensation should be sought from the local government that is served.

The ICMA Senior Advisor Program Manual provides detailed guidelines on participation in the recruitment process for a permanent manager.

While you may be asked to assist in recruiting and selecting a manager, you should explain the role of search firms. If the local government chooses not to use a search firm, you may wish to offer to help draft an advertisement for publication in the *ICMA Leadership Matters* newsletter and on ICMA's online [Job Center](#). In addition, refer elected officials to ICMA's [Recruitment Guidelines for Selecting a Local Government Administrator](#) (limited physical copies available from ICMA). This handbook contains tips on recruiting applicants, interviewing, and selecting the preferred candidate along with other organizations in which to post a job announcement.

APPENDIX G

KEY ICMA INITIATIVES/PROGRAMS

ICMA's programs and services are many and varied and this appendix provides a sampling of particular interest to Senior Advisor activities. **Click on the link (below)** to be taken to appropriate sections of the website. ICMA's priority areas may be viewed by clicking [here](#) and selecting priorities from the menu.

MEMBER-IN-TRANSITION ASSISTANCE

A comprehensive range of hard copy and on-line resources and support is available to the member in transition including Senior Advisors, a bi-monthly conference call, a discussion forum, complimentary access to some of ICMA's professional development offerings including ICMA Webinars, Regional Summits, and financial assistance to attend the ICMA Annual Conference.

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 April 2015. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2015. Questions regarding the Code of Ethics may be directed to mperego@icma.org

PROMOTING PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT

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. ICMA also advocates for professional management positions in other forms of government. Resources, including flyers, on professional management are available [here](#).

ICMA CAREER NETWORK

The Career Network includes the ICMA Job Center with a database of current job openings for local government professionals. It also includes a variety of Career Resource publications such as *Job Hunting Handbook*, *Model Employment Agreement*, *Manager Evaluations Handbook*, and *First Time Administrator's Handbook*. In addition there is information on student chapters and on resources for members who teach.

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.

APPENDIX H

ORDERING BUSINESS CARDS

To order business cards, please email Rosalyn Ceasar (rceasar@icma.org) with the following information as it should appear on the cards (Allow 6-8 weeks for delivery):

Name:

Address:

Telephone: *

Cell phone:

Fax (optional):

Email:

Name of State Sponsor (ex. Colorado City/County Management Association):

*You may put one or two phone numbers