

ICMA Management Fellow Work Plan

Management Analyst/Assistant Public Information Officer

Town of Hillsborough, NC

Demonstration of Mentorship Ability

1. What are some of the attainable goals that you will establish for the fellow?

- ✓ Interaction and experience with all town operations, committees, and volunteer advisory boards.
- ✓ Develop the technical, organizational, and leadership skills necessary to serve effectively as the public information officer, human resources director/town clerk, and budget analyst, in their absence.
- ✓ Learn the town's key priorities and means of achieving these goals, as outlined in the organization-wide strategy map and balanced scorecard.
- ✓ Achieving sufficient familiarity with departmental operations and key issues affecting the community, so the fellow can represent the town on committees and during critical meetings, when needed.
- ✓ Attend at least one meeting from each of the town's advisory boards (e.g., planning board, board of adjustment, historic district commission, water & sewer advisory committee, parks & recreation board, tree board, tourism board, tourism development authority) to gain a greater understanding of town governance.
- ✓ Schedule time "in the field" with all town departments to observe operations, increasing the fellow's knowledge regarding town services and how they are delivered.

2. How do you plan to structure the fellow's experience in general?

- ✓ The fellow's office will be located across the hall from the town manager and public information officer. The human resources director/town clerk is in the adjacent building. The budget analyst is easily accessible.
- ✓ Weekly scheduled meetings with the town manager. In addition, the fellow will have daily interaction with the manager.
- ✓ The town manager will serve as the official mentor. In addition, the many accomplished and highly experienced members of the town's management team are available to the fellow for further guidance and mentoring.
- ✓ Time allocation in the position is estimated as follows: public information (40%), town manager/other departments (20%), human resources/town clerk (20%), budget (20%). Time spent in areas and projects will fluctuate depending on issues and priorities.
- ✓ The fellow reports to the town manager, but will work under the guidance of the appropriate management team member depending on the tasks being worked on.
- ✓ Multiple projects and responsibilities will be assigned. The fellow, town manager, and administrative team will collaborate on establishing work priorities and schedules. This will be reviewed weekly.
- ✓ The fellow will be part of the town's management team and thus attend the monthly update/agenda meetings, as well as attend most meetings of the governing board.

3. How will you ensure the fellow gains exposure to at least one of the following areas: human resource management, inter-generationality, or diversity, however that issue is represented in your community?

Regular engagement with the human resources director and working on matters such as the following:

- ✓ Payroll and benefits changes
- ✓ Coordinate special events (milestone awards, innovation & customer service awards, employee picnic, annual budget preview presentation for employees, etc.)
- ✓ Assist with investigations and disciplinary processes, including grievance and appeal hearings
- ✓ Wellness committee and safety committee attendance
- ✓ Involvement with risk management, general liability, workers compensation, and health insurance
- ✓ Assist with upcoming projects/initiatives (e.g., NeoGov recruitment system & performance management program, SmartFusion HR modules, employee communication, wellness, internal position classification and pay reviews)
- ✓ Employee training and development programs
- ✓ Personnel policy drafts, review, and revision

4. What do you hope the fellow will understand about local government and public management by the end of the program?

- ✓ In addition to leadership, the primary role of town management is supporting elected officials and departments so responsive and effective services are provided to the community.
- ✓ The perpetual challenge of prioritizing responses and making the most of the agency's limited resources.

- ✓ The balance of constantly having to adapt and change, yet being cognizant of the importance of selecting the right time to make changes.
- ✓ Assisting the fellow identify possible "next steps" in their professional development.

Description of Potential Local Government Involvement by Fellow

1. What role do you see the fellow fulfilling?

- ✓ Provide much needed support to four key employees in administration: town manager, public information officer, human resources director/town clerk, and budget analyst.
- ✓ A "go to" employee who has established good working relationships with all operations, capable of providing assistance throughout the organization when and where needed.
- ✓ Source of creativity and new ideas, comfortable sharing opinions during deliberations as well as ability to move on when recommendations not implemented.

2. What other resources/opportunities would you provide that would maximize the fellow's exposure to local government and your time with the fellow?

- ✓ Attendance at the 2014 ICMA Conference
- ✓ Attendance at the 2015 North Carolina City County Management Conference
- ✓ Attendance at a state budget and/or human resources conference in FY2014-15
- ✓ Other training and professional development opportunities as they arise

Additional Information on Position

The recruitment brochure for the Management Analyst/Assistant PIO position can be found at <http://www.ci.hillsborough.nc.us/content/employment>.