

The ICMA Encore Manager/Senior Managers Initiative

Tips for State Associations Interested in Starting a Program



About the Initiative

A whole generation of managers has or soon will retire from local government management. Because our professional associations focus on our work lives, there has not been much support for managers who are struggling with how to successfully transition to their next life phase. In response, Cal-ICMA has developed the Senior Manager/Encore Manager Initiative and created a committee of active and retired managers to guide the effort.

Managers from other states, noticing this effort, have asked about how they might start a similar program in their state. This paper is written to make suggestions about how they might do that and to offer Cal-ICMA's support.

The California committee has established a comprehensive program supporting managers as they craft a meaningful next life phase, whether their individual goals are retirement, consulting, teaching, coaching, writing, or any other activities.

Initial Efforts and Resources

The Committee has taken several steps to start the program:

- ICMA is hosting a **web site** that presents information, resources and services available to managers considering their next phase. (<https://icma.org/cal-icma/encore-manager-senior-managers-initiative>)
- The web site features an **Encore Resources List** containing a variety of books, articles, and websites to help managers make the transition. At this point several of the entries are California-centric, but there is a wealth of other information useful to everyone.

- There have been a series of **round table discussions** and **workshops**, including an "Encore Opportunities" workshop at the annual state City Managers conference. Agendas are available, upon request.
- There is a list of volunteer **Peer Coaches** who have made the transition, recruited to serve as one-to-one coaches for active managers.
- A number of managers who have selected different encore opportunities have written "**Different Journey**" **articles**, vignettes about their experiences that provide lessons and tips.
- The Committee has established an **email distribution list** in order to notify interested managers (both active and retired) of upcoming events or other activities, including interim management positions.
- The Committee has released five **white papers** about encore opportunities.

All of this information is available on the web page and is open to all.

Steps for Getting Started

State Associations interested in helping their members make the transition into their next life phase can take some of the following steps to get started:

1. Promote the existing resources available through Cal-ICMA
2. Form an Association committee to promote "encore manager" activities and resources
3. Create a few small program efforts, such as a round table discussion on encore opportunities at an upcoming Association meeting
4. Contact for help or resources any of the Cal-ICMA Encore Committee members:
 - Kevin O'Rourke (kevin@kolgs.com)
 - Mike Garvey (garveycgs@yahoo.com)
 - Frank Benest (frank@frankbenest.com)