

The health problems she has may be as dangerous as Sharon's,¹ especially if as she pursues her career she does it at the expense of nurturing meaningful relationships outside of work with friends and family. With the ends in mind, it makes sense to plan now, as you would for retirement, for those deep and meaningful relationships. How a public manager can proactively plan for that stage of life will be the subject of our next column. **DA**

END NOTES

1. The challenge of this situation will be a specific focus in an upcoming *Balancing Act* column.
2. See Chris Anglin, *Flowed Advice and the Management Gap* (New York: Oxford University Press, 2003) for an excellent overview on how to assess any consultant's capacity to give actionable advice.
3. Joan Archant-Trochot, "Sundowning but Not Depression Linked to Alzheimer's," *Psychiatric News*, March 14, 2003; Joan Archant-Trochot, "Depression Can Break Heart in Unexpected Way," *Psychiatric*

- Determine that salary and benefit projections are being developed by separating salary projections from benefit projections and applying individual calculations for each benefit factor (some benefits are based on percentage of wages while others are calculated as a flat dollar amount).
- Understand the impact of the total compensation package on employee recruitment and retention (variances may be exacerbated by excessive turnover or long recruitment periods).

After the manager has evaluated the responses and looked at the analysis, it's easier to see whether these assumptions of fiscal health are present.

- Consider the possibility that personnel costs will be increasing, and perhaps large unplanned appropriations (carry forwards).
- Eliminate unnecessary contingencies maintained in department budgets.
- Develop a salary-benefit projection tool that budgets employee compensation costs more accurately and aids in analyzing the impact of vacancies. **DA**

This article continues with more questions in the October issue of *PM*.



JON JOHNSON is senior management advisor (jjohnson@icma.org) and **CHRIS FABIAN** is senior management advisor (cfabian@icma.org). ICMA Consulting Services, ICMA, Washington, D.C.