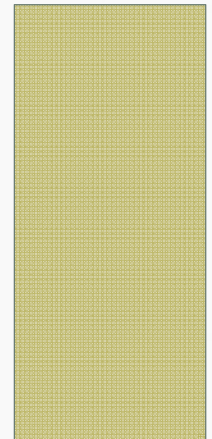


MENTORING ACCMA

June 10, 2016



MENTOR-MENTEE RELATIONSHIP

- The basis of a mentoring relationship is imparting information from person to another.
- Mentoring is not training, social chit-chat, or supervision. It is a unique relationship that takes participants out of their day-to-day activities to plan for their future and strategize how they will achieve their goals.
- It's an investment.

THE ROLE OF A MENTOR

- **Communicate Expectations**
 - Have a clear understanding of your expectations
 - Stay flexible in changing expectations or plans
 - Adapt your feedback to your mentee's learning style
- **Work Together**
 - Advise, don't dictate
 - Offer constructive feedback
 - Be your mentee's supporter when they reach their goals

Support, Encourage, Be Honest

THE ROLE OF A MENTEE

- **Communicate Expectations**
 - Have a clear understanding of your expectations
 - Stay flexible in changing expectations or plans
 - Create goals with milestones and deliverables
- **Work Together**
 - Listen and contribute to the conversation
 - Accept constructive feedback
 - Set time aside for self-reflection

Be Prepared, Be Open, Be Appreciative

SUCCESSFUL MENTOR -MENTEE RELATIONSHIP

- Clearly defined expectations
- Commitment to the relationship
- Honesty and direct communication
- Respect of each other and differences
- Consistency and reliability
- Trustworthy – able to trust and be trusted
- Flexibility
- Positive attitude

HOW TO CREATE A GREAT COACHING RELATIONSHIP

- Ask “What are your hopes?”
- Uncover the real issues
- Explore options
- Share stories and experiences
- Hold a big vision for them
- Invite action
- Build a “dream team”
 - Don Maruska, MBA, JD, Master Certified Coach Director, Cal-ICMA Coaching Program

GOOD COACHES

- Model positive, professional behavior
- Create safe environments for growth and learning by:
 - Providing challenging assignments to stretch skills and experience
 - Serving as an accessible resource and sounding board when needed
 - Treating mistakes as learning opportunities
 - Recognizing and rewarding outstanding performance
- Give protégés full credit for successes, but share responsibility for failures
- Provide candid observations, even constructive criticism, when deserved
- Work hard to develop a positive, mutually beneficial coach-protégé relationship
- Push protégés onwards and upwards when it's time (Sometimes, even the bravest need a nudge.)

GOOD PROTÉGÉS

- Take the initiative in scheduling regular time to meet with their Coach. Then, take the initiative in setting the agenda.
- Are open to candid feedback, even when it's not pleasant to hear
- Ask for what they need, when they need it
- Engage their Coach as a resource to discuss issues, evaluate results, and identify future steps for continued professional growth
- Are open to challenging, seemingly "impossible" assignments
- Work hard to develop a positive, mutually beneficial coach-protégé relationship. Express appreciation for coach's time and support.

WHAT CAN I DO?

- Mentor a first-time local government manager
- Host an Intern
- Hire a Local Government Management Fellow
- Identify and help train, as well as build, tomorrow's managers in your organization
- Encourage your promising professionals to participate in professional associations
- Speak to students, both at K-12 and universities, on your profession and how public administrators make a difference in the lives of citizens, improve the quality of life and build communities
- Get involved with a student chapter such as ICMA, APA or ASPA

WHAT CAN I DO? (CONT'D)

- Teach a course at a local community college or university
- Become a Legacy Leader (ICMA) who coaches and recruits emerging leaders
- Participate in a career coaching network
- Discuss with your colleagues how you can prepare the next generation of professional public administrators
- Create a succession plan for your organization

ALABAMA CITY-COUNTY MANAGEMENT ASSOCIATION (ACCMA)

- Assisted in forming two ICMA student chapters at UAB and Auburn University
- Provided financial support to these two chapters
- Provide speakers to their events
- Two ACCMA members serve as Chapter Mentors to the organizations at UAB and Auburn
- Offers stipends for MPA students to attend our ACCMA winter and summer conferences
- Provides annual \$3,000 and \$1,500 academic scholarships to MPA students that are seeking a career in local government.

ICMA LEADERSHIP DEVELOPMENT PROGRAMS

- Internship Guidelines Manual
- Local Government Management Fellowship Program: For recent MPA/MPP graduates and is a one-two year full-time management track program at the local government level shaped by direct mentorship under senior government leaders and includes rotational assignments.
- Emerging Professionals Leadership Institute: A two day presentation to early career professionals and emerging leaders on Wednesday and Thursday before the ICMA Regional Summits. Sessions are provided by ICMA staff on professional and career development as well as life balance in our 24/7 world.
- Emerging Leaders Development Program: Includes completion of the ICMA Essential Management Skills Certificate and a credentialed manager to serve as a coach for two years.
- Local Government 101 Online Certificate Program: A five course, 15 session online certificate program towards the ICMA Professional Certificate in Local Government Management. Courses are taught by experienced and expert local government managers providing real-life experiences, best practices and professional advice on local government management issues.

WHY HOST INTERNS?

- Give back to our profession
- Help prepare the “next generation”
- Mentor others who desire a career in local government
- Completion of important projects and tasks
- Fresh set of eyes and ideas
- Creative thinking
- Youthful enthusiasm is contagious

INTERNSHIP DUTIES

- Assign the intern specific projects
- Allow the intern to “shadow” the staff or manager
- Rotate the intern in the various departments/divisions of your organization
- Allow the intern to attend meetings of your governing body to observe the decision making process that drives your organization
- Have the intern attend staff meetings, committee meetings or meetings with other agencies that your organization deals with on a regular basis
- Allow time for feedback and discussion with the intern and their mentor