

THE ADMINISTRATOR

A PUBLICATION OF THE N.C. CITY & COUNTY MANAGEMENT ASSOCIATION

JULY 2015, ISSUE 7

HILDEBRAN TALKS CHALLENGES TO PROFESSION AND TO ASSOCIATION

It has been a busy summer for Scott Hildebran. In June, he was sworn in as president of the N.C. City & County Management Association (NCCCMA). And then, on July 13, he began another chapter of his career when he started his first day as city manager for the city of Lenoir.

Nonethelss, Hildebran was kind enough to spend some time answering questions from The Administrator about the profession of city and county management and the association itself. The Administrator appreciates Hildebran devoting time to these questions.

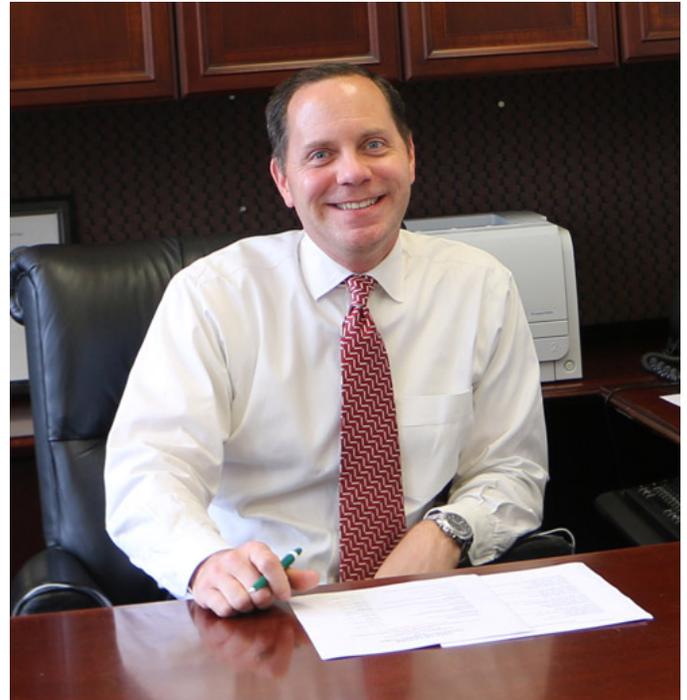
As you begin your year as president, what are some of the challenges facing local government managers? Are they generally the same ones that managers and assistants and administrators have dealt with for decades?

Hildebran: We are becoming a more technology driven, social

media reliant, big data/analytics society. Due to current and rapidly changing technology, people have developed an expectation of having access to up-to-the-minute information and demand immediate and instantaneous responses to complex matters.

Other challenges include an increasing N.C. rural-urban divide, a heightening need to review and evaluate the State/local government structure and relationship, a growing diverse and mobile population creating new and different service demands, as well as an aging local government workforce with pending retirements.

All of these challenges will require increased civic engagement, enhanced communication, a greater need for collaboration and partnerships, while simultaneously managing community and citizen



expectations.

From an NCCCMA standpoint, there are several important initiatives. Talk a little bit about the Strategic Plan?

Hildebran: Currently, our Association key partners – N.C. League of Municipalities, N.C. Association of County Commissioners, UNC School of Government and ICMA - are all undergoing updates

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The Administrator is a monthly newsletter of the North Carolina City and County Management Association, a professional association for city and county managers and assistant managers from counties and municipalities throughout the state of North Carolina.

For comments or suggestions, please contact Matt Lail, editor, at 919-819-3979, or email at collards12@yahoo.com.

UPCOMING EVENTS

ICMA Annual Conference
Seattle/King County, Washington
September 27-30, 2015

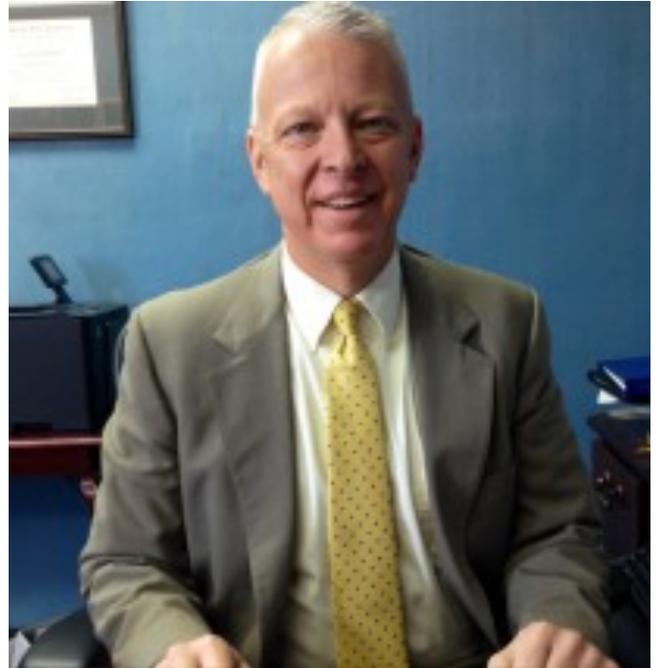
2016 NCCCMA Winter Seminar
Sheraton RTP
February 3-5, 2016

2016 NCCCMA Summer Seminar
Renaissance Hotel, Asheville
June 23-25, 2016

2017 NCCCMA Summer Seminar
Embassy Suites Concord Golf Resort & Spa, Concord
June 21-24, 2017

NEW EXECUTIVE COMMITTEE AND DIRECTORS SWORN IN

As mentioned in our cover story, Scott Hildebran, Lenoir city manager, was sworn in as the newest president of the N.C. City & County Management Association (NCCCMA). Hildebran was sworn in as NCCCMA president on June 20 during the Summer Seminar at the Wilmington Riverside in Wilmington/New Hanover County.



First Vice President Craig Honeycutt, county manager, Alamance County

Joining Hildebran on the NCCCMA Executive Committee for 2015-16 are:

Immediate Past President Tasha Logan Ford, assistant city manager, Rocky Mount

First Vice President Craig Honeycutt, county manager, Alamance County

Second Vice President John Connet, county manager, Alamance County

Secretary/Treasurer Grant Goings, city manager, Wilson

Joining these folks are members of the Board of Directors. Directors whose terms expire in 2016 are:

Rick Howell, city manager, Shelby

Scott Elliott, county manager, Pitt County

Barbara Lipscomb, city manager, Greenville

Directors whose terms expire in 2017 are:

Martha Paige, town manager, Morrisville

Rodney Dickerson, assistant town manager, Garner

Dena Diorio, county manager, Mecklenburg County

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of their strategic plans. Our NCCCMA Strategic Plan was last adopted in 2003. Many things have changed in the past 12 years since its adoption. So, the timing seemed right for our Association to ask, "Are we focusing on what we should be focusing on?", "What does the future of our profession look like?", "What is our vision for the profession?" and "What's our association's role in achieving that vision?"

Past President Tasha Logan-Ford initiated the discussion earlier this year and, with the unanimous support of the Executive Committee, secured the services of the UNC School of Government Strategic Public Leadership Initiative to assist us in this endeavor. Vice President Craig Honeycutt has agreed to lead this effort and chair the steering committee. Over the next year, the Steering Committee will be seeking input from all of our members with tentative plans to culminate the development of a draft strategic plan for consideration at our 2016 summer meeting.

What can you say about the 360 evaluation tool and coaching program for ICMA-CM credentialing?

Hildebran: As part of

the UNC School of Government Managers' Initiative, one of the goals identified was for the School of Government to develop a 360 multi-rater feedback tool and provide coaching. As our members know, the ICMA Credentialing Program requires a multi-rater assessment after a manager has been in the program five years (and every five years thereafter).

A multi-rater assessment provides important feedback that helps to focus your professional development efforts. It combines information from a self-assessment completed by you with results from anonymous questionnaires completed by your subordinates, peers, and board/manager, who supply feedback about your performance. The feedback tells how others perceive your performance so that you can maintain strength in areas that are already strong and design a professional development plan for areas in need of improvement. The assessment process can lead to better communication between you and your respondents and provides multiple perspectives on your professional strengths and

areas for improvement.

The School of Government will utilize the Leadership Practices Inventory (LPI), which is an approved ICMA multi-rater instrument. This assessment focuses on five leadership practices shown to be associated with effective leadership. The School of Government will provide training before the assessment, the assessment tool and a coaching component to assist with your professional development plan implementation.

Our Executive Committee approved \$7,500 in professional development scholarship funding to assist members. Additional information will be provided to our members who are interested in this multi-rater tool in the near future.

One of the chapters of the 50th anniversary publication was on women in government. The School of Government is offering an "Engaging Women in Local Government" symposium, and the NCCCMA is providing scholarships. Why is an

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initiative like this so important?

Hildebran: Leaders in our profession need to mirror our communities. One of the long-held goals as identified in our 2003 NCCCA Strategic Plan is to “pursue diversity in local government management and the association.”

For example, did you know based on 2014 data that women are well-represented among local government employees (40 percent) but not in management positions (13 percent)? The more surprising fact is that those percentages have not changed since 1981. “Engaging Women in Public Service” is all about helping women advance to leadership positions in the public sector, and along the way enhancing leadership skills. Women represent over 51 percent of the N.C. population, but only 8 percent of county managers, 14 percent of city/town managers, and 34 percent of city/town administrators.

As such, our Executive Committee

provided \$9,000 in funding to assist with the Engaging Women in Public Service Conference.

And, finally, the NCCCA is funding an online committee volunteer nominating/management system. Why is this so important and helpful to the membership?

Hildebran: As we say often, and aptly so, the work of the NCCCA standing committees is the backbone of our Association. The Standing Committees - Civic Education, Membership Support, Sustaining Membership/ICMA Relations, Conference Program

Seminar, Professional Development, Retirement, Collaboration with MPA Programs, Professional Conduct and Nominating - provide the workers to accomplish our overall mission to improve the quality of local government in this state.

Our new online committee volunteer nominating/management system will provide a simple to use and convenient way for our members to volunteer. Also, the system will be less labor intensive for our staff support.



Hildebran (left) with Lenoir Mayor Joe Gibbons. (Photo from Morganton.com)