



## **NOTEBOOKS FOR MANAGERS IN TRANSITION**

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## INTRODUCTION

For a “*Manager in Transition*” the journey may be short and lead to a better position, or fraught with anxiety and difficulty. This Notebook has been designed by other managers as a means to help you sort out which places to contact, people to call and what to do next. It is not all-inclusive, but hopefully it will be helpful.

***It is important to remember that you are not the first manager to lose a job; you will not be the last, and every single manager who has come before you has survived.*** The Committee that has put together this Notebook strongly encourages you to contact other managers who have been “in transition”. This is a special group of managers who understand, as best as anyone, how you feel – so call them and talk. Contact the MML at (734) 662-3246, for a list of managers and their current phone numbers.

This Notebook is a result of the Michigan Local Government Management Association (MLGMA) Board establishing a “Managers in Transition” Committee. The MLGMA adopted a policy on managers in transition, which states a purpose as well as outlining a support system. Part of the support system was the development of this Notebook.

The MLGMA policy is “*to provide a support system for the corporate members of MLGMA during periods of transition between public sector management positions through a multi-faceted approach designed to assist the member whenever possible, maintaining the member’s sense of self worth, preserving the member’s dignity and desire for privacy.*” (See attached for entire policy).

This material is assembled from a variety of sources including transitional material from other states, especially Texas.

After reviewing this material, if you have comments, please pass them on to a member of the MLGMA Board of Directors or a “Manager in Transition” Committee member. Your insight is valuable.



## CONSIDER THE FOLLOWING

### *CHECK LIST:*

\_\_\_\_\_ Call a “Transition Committee” member. A current roster should be included in the Introduction Section, or call the MML at (734) 662-3246 for an up-to-date list

\_\_\_\_\_ Consider counseling for yourself or family members. Look in the Yellow Pages under “Counselors – Licensed Professional”, or consider contacting *Drotos Counseling and Consultation, P.C.* for an assessment and referral with the initial fee covered by the MLGMA.

\_\_\_\_\_ Call neighboring managers.

\_\_\_\_\_ Call former managers who have been in transition

\_\_\_\_\_ Call a MLGMA Range Rider. The MML has a list of the current Range Riders and their phone numbers.

\_\_\_\_\_ Call ICMA Member Services if you are a member, for a packet on ICMA services and articles while in transition. The ICMA can be reached at (202) 962-3680 or [www. membership@icma.org](http://www.membership@icma.org).

\_\_\_\_\_ Contact one of the attorneys in the Legal Services section, if needed.

\_\_\_\_\_ Apply for Unemployment Benefits; see the Other Services section.

\_\_\_\_\_ Check the status of your health insurance coverage and apply for COBRA benefits if necessary; see the Other Services section.

\_\_\_\_\_ Update your resume and interviewing skills.

\_\_\_\_\_ Look for interim jobs in communities that have special projects or local colleges. Consider printing temporary, transitional business cards; see the Other Services section.

\_\_\_\_\_ Check the ICMA Newsletter, ASPA Newsletter, college placement offices, outplacement firms, and executive search firms for possible employment.

\_\_\_\_\_ Check websites for possible employment such as [MML.org](http://MML.org) or [ICMA.org](http://ICMA.org)

# Suggestions for Managers in Transition

(Not necessarily in order of importance)

- Keep active in sports. Church, family, clubs, and state management meetings.
- Be positive.
- Avoid the TV routine.
- Learn to use a computer.
- Talk with a Range Rider and with other colleagues for support and advice.
- Do not limit your job search; develop your contacts; network.
- Do something you always have wanted to do (start a hobby, exercise, etc.).
- Try to stay in your community; do not move to another location while in transition.
- Do not second guess yourself.
- Feel good about yourself.
- Be flexible.
- Make lists (references, job prospects and ideas, etc.).
- Work out a written severance agreement with advice from a competent attorney—but be sure to ask for more than you expect.  
Covered items should include:

- Hospitalization/ medical insurance paid by your employer until your next job (COBRA)
- All employee benefits continued through severance
- Outplacement service
- Legal services paid by employer
- No public comment or criticism about the separation by the council or the manager
- Severance compensation (to meet your needs, perhaps with pay differential between your next job's pay and your severance pay)
- Secretarial office service
- Severance time (from six months to a year after last day on the job)
- Compensatory/sick leave/vacation time
- Unemployment compensation
- Pay for employer's work after termination.

Overall objectives of a severance agreement are to obtain for the manager *time, money, and benefits*.

Inquire about possible interim manager jobs or about employment in another local government as a department head or assistant. Consider work with nonprofit organizations and associations, with retirement and recreational communities, or with a law or CPA firm; consider teaching part time at a university or community college.

- Develop answers to the questions:
  - Why were you terminated?
  - Why might you be interested in a job that pays less than your former job?
- Never criticize your past employer (council, mayor, or community).

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NOTE: This policy was adopted when the MLGMA was known as the Michigan City Management Association (MCMA). All references to the MCMA should be read as the MLGMA.

MCMA POLICY  
MANAGERS IN TRANSITION

PURPOSE: To provide a support *system* for the corporate members of MCMA during periods of transition between public sector management positions through a multi-faceted approach designed to assist the member whenever possible maintaining the member's sense of self worth, preserving the members dignity and desire for privacy.

SUPPORT SYSTEM:

- I. Ask each member of the MCMA Executive Board to make monthly contacts with the member in transition.
  
- II. Ask each MCMA Regional group to appoint a Manager In Transition Coordinator. The charge to the Regional Coordinator is to personally identify MCMA members as soon as it is apparent that they are leaving a management position and do not have a new position identified. In addition to monitoring local papers, Regional Coordinators should also frequently reinforce with their in-county colleagues the importance of this information being communicated to them. Once a member in transition (MIT) is identified, the Regional Coordinator should personally contact the MIT or identify another primary liaison. A specific

person from each region shall be assigned either to maintain regular (weekly or bi-weekly) contact with the MIT, should encourage others to contact the MIT, should keep the MCMA Managers In Transition Committee aware of the **MIT's** status, and should provide the MIT with the support services available through the MCMA and the ICMA.

**III. Legal Assistance** .The MCMA Managers In Transition Committee has developed a list of attorneys having specialized knowledge in the field of municipal government and labor relations in the state of Michigan. They are generally willing to discuss specific circumstances with the members in good standing and some are willing to provide a reduced fee arrangement to be retained by the members.

**IV. MCMA Direct Support Program** .All MIT's shall be entitled to the following benefits:

1. Waiver of one year's MCMA dues payment.
2. Waiver of up to one Winter Institute and Summer Conference registration fee.

**V. ICMA Ancillary Support Program** .The MCMA Executive Board in cooperation with the Regional Coordinators and the

General membership shall encourage all forms of support including but not limited to the following:

1. Member employment of MIT's for special projects.

2. Member hosting MIT for the purpose of providing an office facility and/or office support (may be a bartered exchange).
3. Executive Board employment of MIT's for special **projects of applicability to the membership.**
4. Networking with public, non-profit and university entity and private sector consulting firms to identify temporary assignments for MIT's.
5. MCMA member personal outreach to MIT's.
6. Use of resource material from the MML library as provided by MCMA.



## MLGMA SERVICES

To access the support of the Michigan Local Government Management Association, contact the chairperson of the Managers in Transition Committee (see the Introduction Chapter) or contact Dan Gilmartin at the MML at (734) 662-8083 or [dpg@mml.org](mailto:dpg@mml.org).

A call to the Managers in Transition Chairperson also triggers an “email alert” notification to the MLGMA Board and members of the Transition Committee from which you will receive telephone calls from your colleagues. Be sure to note if you do not want to receive calls from the committee and MLGMA Board.

The MLGMA has sponsored counseling assessment and, if necessary, a referral program utilizing the services of J. Chip Drotos, a certified counselor, having specific experience with employee assistance programs. Chip can be reached by calling (248) 773-7070. More information on his services is located in the Other Services Section of this Notebook. This service is available to the manager or a member of your family.

The MLGMA will waive the registration fee for the MLGMA Winter Institute and MLGMA Summer Workshop for managers in transition.

The MLGMA President should also be advised, as he/she may be contacted by the ICMA to confirm your status before the ICMA will waive your annual dues.



## ICMA SERVICES

If a member of the ICMA, call Member Services at (202) 962-3680 or [membership@icma.org](mailto:membership@icma.org) to access their support program, which includes the following:

You can have your membership dues waived for up to one year, in six month increments, while you are in transition and actively seeking local government employment. You will continue to receive the ICMA Newsletter and Public Management (PM) magazine. You will retain all membership privileges of your current membership category.

You can receive complimentary registration to the next annual conference. Special instructions are on the conference registration form.

You have access to personal support from the ICMA leadership, senior management staff, Range Riders and members to deal with issues of severance, relocation and job hunting.

You will receive a copy of several resources to read dealing with transition.

You can be listed, at your request, in the ICMA Newsletter as being in transition to let your colleagues know where you are and to receive support from your colleagues.

Attached is a cover letter to the ICMA's Manager in Transition kit.

International  
City/County  
Management  
Association

**To: Members In Transition**

**From: Betsy Sherman Director  
Office of Member Services**

We just learned that you are “in transition--a very difficult situation that all too many members face at some point in their local government careers. Any job change is difficult, but when it’s forced on us for reasons that often have nothing to do with our job performance, it can be traumatic. ICMA is thinking of you, and we want to be sure you are aware of the resources ICMA makes available to members between jobs.

**First** of all, keep us current on your correct mailing and email address so your membership materials reach you promptly. Remember that your membership belongs to you, not to your employer. If your membership dues come up for renewal while you’re in transition, just note that on the invoice, return it to our attention, and ICMA will extend your membership automatically for six months. If you are still between jobs after six months, we will again extend your membership at no charge. ICMA recognizes how important it is that you continue to receive the *ICMA Newsletter* with its job ads, as well as *PM* magazine, the email newsletter, *Management InSite*, and access to the password-protected sections of *ICMA.org*, ICMA’s Web site. You are still very much a part of the ICMA network.

**Second**, to assist you in your job search, we urge you to receive your *ICMA Newsletter* via email. It looks just the same as the printed version and arrives the Thursday prior to the publication date. In addition, take a look at the new *JobCenter* at *ICMA.org*. It offers ICMA members a database of current job openings in the local government management profession, an online resume service, as well as free ICMA publications designed to assist the job seeker.

**Third**, please take advantage of the Range Rider program. It was established in 1974 to make the counsel, experience and support of respected, retired managers available to their colleagues in the profession. Range Riders have “been there” and experienced many of the same problems, frustrations, and conflicts that you have. All discussions are on a confidential, no-fee basis. The Range Riders have offered to volunteer their time to counsel, to brainstorm, and, most of all, to listen. ICMA and the state associations in 22 states share their travel, phone, and postage expenses.

**Fourth**, ICMA provides complimentary registration for the Annual Conference to members between jobs. Instructions for “in transition” members are included on the registration form.

**Fifth**, we have enclosed several resources that may be of assistance to you:

- **Notes for Beachcombers**, a book of readings developed several years ago for members in transition or “on the beach”. Many members have found it to be a helpful collection of personal stories of survival and renewal from colleagues who have been through this intense experience.
- **JOB LOSS Articles From Public Management Magazine**, *PM* magazine includes periodic articles on how managers can cope with “in-transition” time in their professional and personal lives. The common theme of the articles: managers need to help and support each other in times of trouble or transition. These are a collection of articles that have relevance today.
- **A current list of Range Riders**. Even if there is no Range Rider in your state, feel free to contact the one nearest you, or anyone on the list. Our Range Riders have talked with many members about being in transition and are ready to help you.
- **Job Hunting Handbook for the Local Government Professional** is enclosed to assist you in your job search. It includes practical information on resume writing, interviewing, and negotiating compensation.
- **Employment and Career Resource List**. ICMA staff have compiled a listing of Career Publications and Executive Recruiters to further assist you in your job search.
- **The Fallback Position: A Manual for Local Government Managers, Executive Directors, and Others Reporting to Governing Bodies** A publication, written by a colleague, to help managers prepare a contingency plan for that possibility with which you are all too familiar - losing your job
- **Members in Transition Session Videotape and Handouts** Taped at the 1996 Annual Conference gathering for members in transition and their partners, we hope this session on coping with change and loss will be a helpful resource in dealing with the emotional roller coaster of being in transition.

**Finally**, remember that you are not alone. Keep in touch with friends, involve your family in your struggles, and keep active. You have much to contribute, and you will find a rewarding, new opportunity. Be sure to contact Member Services anytime you feel the need for personal support or counsel at: 202-962-3680 or [membership@icma.org](mailto:membership@icma.org).

# Partners Page

## **SOS-ICMA** Needs Your Help!

As many of you may be Aware, ICMA has a number of members who are “in-transition.” In the on-going effort to provide support to the member and partner during a very stressful time, ICMA sends to each member a package of materials on the subject of being in-transition. Your help is vital to including relevant information from a partner’s perspective on the stresses and strains during this time period, because it is not just the member who has to cope with being fired or forced out but the “partnership” and family that also feels the effects. Any thoughts, ideas, reading materials, and coping strategies that you want to share would be appreciated. Please send the information to Eileen O’Connell, Partners Liaison, ICMA, 777 North Capitol St, N.E., Suite 500, Washington, D.C. 20002-4201.

### **Sage Advice**

Related to the above SOS:

Here are some thoughts and ideas on

when your partner is under attack or being fired:

- Keep your perspective (even if the press gets too personal).
- Remind your partner of the successes that have happened while on the job. Pull out that scrap book of “good press” and remember.
- Get an answering machine (or keep it on if you already have one) to screen calls. Press calls do not always have to be answered immediately.
- Talk frankly with your partner as to the limits you can handle. Acknowledge and listen to your partner’s limits
- Don’t panic but do start to prepare for the worst-case scenario.
- Find a friend with whom you can talk with complete privacy and confidence. There will be times when you need to vent to let off that steam in a constructive way.
- Evaluate the family finances and

determine how you will cope with them. Planning ahead and knowing where you can make thoughtful decisions will help the family budget.

- Try not to let others upset you or bring you down. Constant exposure to negative feelings will eventually bring you down too.
- Accept those outreaches of support and friendship from colleagues and others. The time may come when you can return the favor.
- Acknowledge your feelings of anger, frustration, bitterness, grief, disappointment and fear. You will probably have all these feelings as you go through a grieving process.

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## **HEALTH INSURANCE COVERAGE/COBRA**

One of the main concerns of any person who is now unemployed involves the continuation of health insurance for themselves and their family. The COBRA Act provides for the continuation of health care coverage for 18 months for the employee and 36 months for the family due to the loss of employment. The cost is equal to 102% of the premium paid by the employer; because this is a group rate, it is lower than purchasing health insurance coverage as an individual. Each employer is required by law to send a COBRA election letter to persons who lose coverage. Look for this letter, read it carefully and decide if you want to continue coverage in this manner. Attached is a sample COBRA letter from a local municipality.

\*SAMPLE\*

## CITY OF ST. CLAIR SHORES

### CONTINUATION OF COVERAGE UNDER COBRA

Upon a qualifying event, full time employees and/or their dependents have the opportunity to purchase temporary coverage as a result of legislation called The Consolidated Omnibus Budget Reconciliation Act (COBRA), if the employee was covered under a City of St. Clair Shores health care plan prior to the qualifying event.

QUALIFYING EVENT COVERAGE	QUALIFIED BENEFICIARIES	
Death of covered employee	Spouse Dependent Child	36 Months
Employee's termination/retirement (except for gross misconduct) or reduction in work hours	Covered employee Spouse Dependent child	18 Months 36 Months
Employee's divorce or legal separation from spouse	Spouse Dependent child	36 Months
Child no longer qualifies as a dependent under health plan	Dependent child	36 Months

#### NOTIFICATION OF QUALIFYING EVENT

The City must be notified within 60 days after a qualifying event occurs.

If notification is not given, all rights are waived.

Coverage is retroactive to the date of the qualifying event.

An election form must be completed even if coverage is not elected.

#### COST OF COVERAGE

-The cost of coverage plus the administration fee is due by the first of the month for the covered period. (Ex. If coverage begins January 1st, payment is due by January 1st)

-Payments should be made in check form and sent to:

City of St. Clair Shores  
Attn: Insurance  
27600 Jefferson Circle Drive  
St. Clair Shores, MI 48081

#### EVENTS RESULTING IN CANCELLATION OF COVERAGE

-Cancellation of the health care plan by the employer

HEALTH CARE	-Employee or dependent become covered under another plan, or become eligible for Medicare	ELECT/REJECT
DENTAL	-Monthly premiums are not paid	ELECT/ REJECT
OPTICAL	-Coverage period ends	

The City will attempt to notify the COBRA participant upon cancellation.

ELECT/REJECT

If you have any question, contact Linda Kunath, Deputy Finance Director at 445-5200 extension 321.

# CITY OF ST. CLAIR SHORES

## COBRA CONTINUATION COVERAGE FLCTION FORM

Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

Phone #: \_\_\_\_\_ Social Security: \_\_\_\_\_

### QUALIFYING EVENTS

UP TO 18 MONTHS CONTINUATION - EMPLOYEE

Termination/Retirement (except gross misconduct)

Reduction in hours or Layoff

UP TO 36 MONTHS CONTINTUTION - SPOUSE/DEPENDENT OF EMPLOYEE

Death of covered employee

Employee eligible/Medicare

Divorce/Legal Separation

Dependent child ceases to be dependent

COVERAGE WILL STOP IN THE EVENT THAT:

1. The employer no longer provides health benefits.
2. There is the failure to make timely premium payments.
3. The individual becomes a covered employee under another health plan.
4. The individual becomes entitled to benefits under Medicare.
5. The spouse remarries and becomes covered under another plan.
6. The continuation coverage period ends.

Current monthly costs, which are subject to change, are listed below. You elect coverage in the option under which you were previously enrolled.

**Health Care** \_\_\_\_\_ \$ \_\_\_\_\_ **Eject/Reject**

Payment is due in advance on the first of every month. Checks must be made payable to "City of St. Clair Shores" and should **be** mailed to:

City of St. Clair Shores  
Att: Insurance  
27600 Jefferson Circle Drive  
St. Clair Shores, MI 48081

**Dental** \_\_\_\_\_ \$ \_\_\_\_\_ **Eject/Reject**

**Optical** \_\_\_\_\_ \$ \_\_\_\_\_ **Eject/Reject**

**Payment is due in advance on the first of every month. Checks must be made payable to “City of St. Clair Shores” and should be mailed to:**

City of St. Clair Shores  
2700 Jefferson Circle Drive  
St. Clair Shores MI 48081

Please call Linda Kunath, Deputy Finance Director at 445-5200 extension 321 with any questions on COBRA continuation coverage benefits or payments.

List all persons to be enrolled for COBRA continuation coverage. Any person not covered on the qualifying event date is not eligible for COBRA continuation coverage:

NAME	BIRTHDATE	SOCIAL SECURITY #
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I have been notified of the option to elect COBRA continuation coverage for the period of time specified.

(Check One)

I elect COBRA continuation coverage and will pay the required premium when due. I understand coverage will be retroactive to the qualifying event date specified.

I do not want the COBRA continuation coverage and understand that all coverage will be canceled as of the qualifying event date as specified. If I subsequently elect coverage within 60 days of the date of COBRA notice, coverage will become effective on the date of subsequent election. After 60 days from the date of COBRA notice, I have no right to elect COBRA continuation coverage.

Member's Signature

Date



## **UNEMPLOYMENT INSURANCE**

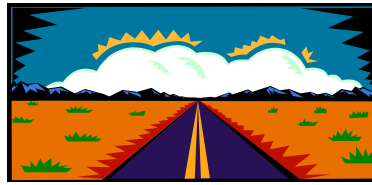
Unemployment claims may be made on-line or by telephone. If calling by phone, the number is 1-866-500-0017 and your scheduled time to call is based on the last two digits of your Social Security number. Attached is information from Michigan's Bureau of Workers' and Unemployment Compensation office, which shows the schedule to file by phone. The on-line address to file is [www.michigan.gov/bwuc](http://www.michigan.gov/bwuc). The web site is available from 7:00 a.m. to 7:00 p.m. For general information about unemployment benefits, there is a toll-free customer service hotline at 1-800-638-3995.



## EXECUTIVE SEARCH FIRMS

There are professional organizations dedicated to the placement of executives in the private and public sector. There is a fee that may or may not be paid by the employer. For a list of firms in your area, look in the Yellow Pages under *Executive Search Consultants*. Also check out the classified section of the ICMA's **Public Management** magazine and the **Michigan Municipal Leagues Review** for firms who specialize in public sector positions. An additional source of Executive Search Firms is the Internet. Try a search for "executive search firms" for a list of advertisers such as the attached from the superpages.com web site.

Occasionally there are also seminars specifically aimed at job seekers that deal with pertinent issues such as resume writing and networking, etc. Look for these in your local paper.



## OUTPLACEMENT SERVICES

Outplacement agencies offer professional services to help with the transition from one job to the next or on to a new career path. The November 1989 “**PM**” magazine article entitled “Outplacement in Place for Local Government: describes outplacement as the following:

“More commonly outplacement is likely to be of benefit in individual cases. Again style is a variable, but a fairly typical approach will include an assessment of the individual’s abilities, experience and interest, counseling and action planning, guidance in the preparation of a curriculum vita and letters of application, coaching in interview techniques, and access to office facilities at the outplacement agency. Other significant services will normally be aptitude and personality testing, financial advice and contact with executive-search firms to identify the large number of unadvertised vacancies.”

The article concludes with these thoughts:

“One of the most significant shifts in employment patterns now taking place, especially in the public sector, is the move away from the notion of a career for life. A change of job, the discovery of a new career is more and more regarded as a normal progression and not a sign of failure.”

For a list of firms in your area, look in the Yellow Pages under *Outplacement Consultant*. The Internet is again, another source of current firms in your area. Do a search for “outplacement consultants” like the attached sample.



## BUSINESS CARDS WHILE IN TRANSITION

Business cards are an essential networking tool and you can create your own using the following template, on your computer:

Go to the [www.office.microsoft.com](http://www.office.microsoft.com) web site.

In the right column menu, click Templates.

Find *Browse Templates* and go to Stationary and Labels.

Look for a link called Business Cards under the heading Stationary and Labels. Several options are available there.

Try selecting the Entrepreneurial Business Card, which had a high positive user rating. The template downloads easily.

The format is a simple text-only design, but others are available. It is compatible with Avery business card stock #5371, #8871 and #8371. Card stock #5371 cost \$12.99 at the time this Notebook was updated (2004) at a local office supply store. There are 25 sheets per packet.

Each sheet is formatted for 10 cards, 2" x 3.5" each. The card stock is micro perforated with no printed design. The cost stock feeds through the printer intact, tears easily and cleanly and leaves a smooth edge to the card.

Remember that there may be temporary consulting jobs or project work available for which business cards can be printed, in addition to giving your name and contact information to other potential, permanent employers via a business card.



## **COUNSELING AND EMPLOYEE ASSISTANCE PLANS**

Often managers need more professional help in dealing with a variety of issues than a family member or colleague can provide. Don't be hesitant about considering counseling. Experience tells us that professional help of this kind can provide the necessary difference. Mental health professionals are available throughout the state. Check the following for sources of professional help:

County Mental Health Boards

Many churches provide family counseling at a reduced rate

Most employer health plans provide for a variety of mental health care coverage – check your Insurance Benefits Summary for your coverage level. Or if you have a question on what is included, call your health care provider to determine your coverage and possible deductibles. See the back of your health care card for a phone number to call.

Many cities offer an Employee Assistance Program (EAP), which usually provides confidential, professional assistance to help employees and their families resolve problems. The program is usually free or of nominal charge to the employee.

Executive Intervention Program – The MLGMA Managers in Transition Committee has been working with J. Chip Drotos, a certified counselor and social worker, to provide a confidential executive assessment, and referral source for managers and their family members. After the assessment, a referral would be made to a qualified counselor whose services would be covered by your health insurance. The MLGMA pays for the initial visit with Drotos Counseling and Consultation. Please contact him at (248) 737-7070.

## **EXECUTIVE INTERVENTION PROGRAM**

**Drotos Counseling & Consultation, P.C.**

**J. Chip Drotos, ACSW**

**(248) 773-7070 9:00 a.m. until 5:00 p.m.**

**(248) 626-3005 after 5:00 p.m.**

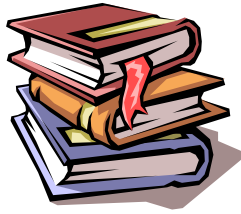
**(248) 737-7018 Fax**

### **Counseling services are available for yourself or members of your family**

Designed especially for this program are the services of J. Chip Drotos. As a certified counselor with specific experience with employee assistance programs, Chip is available to talk by phone and refer, to an appropriate area source, a manager who is terminated or about to be terminated. The entire assessment and referral process in those circumstances would be covered by the MLGMA as a service to members. Chip would coordinate a referral not just to someone in the area of the terminated individual, but would do so keeping in mind the COBRA health benefits that member has to keep the individual's costs to a minimum.

The Executive Intervention Program offers an alternative to the manager, who may, for whatever reason, feel uncomfortable using an existing EAP.

To request Chip's assistance, contact the chairman of the committee or Chip Drotos directly at (248) 737-7070 from 9:00 a.m. to 5:00 p.m. or (248) 626-3005 after 5:00 p.m.



## **SUGGESTED READING MATERIAL**

This Notebook contains reprints of short articles, some from the Detroit Free Press Business Section that may be of benefit to you. Also attached is a reading is that was prepared by the ICMA. Check with the MML Library if you are interested in any of these books, or try your local Library.

If you come across other publications or articles you feel would be helpful, please provide a copy to the Chairperson of the Managers in Transition Committee for inclusion in this Notebook.

## **BOOKS ON JOB HUNTING/CAREERS**

**This listing does not indicate ICMA endorsement. (Updated March '02)**

***\*out of print/limited availability***

**The Adams Executive Recruiter Almanac**, 2000, published by Adams Media Corporation, 260 Center Street, Holbrook, MA 02343-1074, (800) 872-5627, \$17.95. Includes a section on advice on all aspects of the job search - preparing resumes and cover letters, interviews and salary negotiation strategies.

**The Adams Job Almanac 2000. Where the Jobs are in All Major Industries in all 50 States, for All Career Levels**, published by Adams Media Corporation, 260 Center Street, Holbrook, MA 02343-1074, (800) 872-5627, \$16.95. Includes a section on advice on all aspects of the job search - preparing resumes and cover letters, interviews and salary negotiation strategies.

**The Adams Job Interview Almanac, 1996** published by Adams Media Corporation, 260 Center Street, Holbrook, MA 02343-1074, (800) 872-5627, \$12.95. Answers and advice for 1,800 interview questions. One hundred complete job interviews for all fields; includes valuable information on handling interview stress, negotiating salary levels, etc.

**\*Bouncing Back: How to Stay in the Game When Your Career Is on the Line**, by Andres J. Bubrin, 1992. Published by McGraw-Hill, Inc., New York, NY, (800) 722-4226.

**Breaking the Glass Ceiling**, (updated edition) by Ann Morrison, Randall White, and Ellen Van Velsor, 1994, published by Addison-Wesley Publishing Company, Inc., 1 Jacob Way, Redding, MA, 01867, 1/800-447-2226, \$15.00. A study based on the term "glass ceiling" which identifies women as a group who are kept from advancing because of their gender. Studies the validity of success based on the person's ability to handle a higher-level job, and how to break through that barrier.

**The Career Atlas: How to Find a Good Job When Jobs are Hard to Find**, by Gail Guentler, 1996, published by Career Press, 3 Tice Road, Box 387, Franklin Lakes, NJ 07417, (800) 227-3371, \$12.99.

**\*Career-Shifting: Starting Over in a Changing Economy**, by William A. Charland, Jr. 1993, \$19.95. Published by Bob Adams, Inc., 260 Center Street, Holbrook, MA 02343, (800) 872-5627.

**The Changing Job Jungle...How To Find Your "Almost" Perfect Career**, by Kurt Barbaby Kojm, 1995, published by About Face Press, 1833 Kensington Ave., Amherst, NY 14215, (800) 724—2540, \$11.95. Covers information on Successful Networking, Developing your self confidence; How to get hired; Interviewing; How to stand out from the crowd and be the one to get hired; How to follow-up on contacts.

**\*Complete Guide To Public Employment**, by Ronald L. Krannich, Ph.D. and Caryl R. Krannich, Ph.D., 1994, \$20. Published by Impact Publications, 9104 N. Manassas Drive, Manassas Park, VA, 22111, (800) 462-6420. Discusses in detail opportunities with federal, state and local governments, trade and professional associations, nonprofit organizations, and political support groups. Cites public trends, transformations, growth, decline, stability patterns and cutbacks.

**\*Congratulations, You've Been Fired!. Sound Advice for Women Who've Been Terminated, Pink-Slipped, Downsized, or Otherwise Unemployed**, by Emily Knowlton and Lynne Dumas, 1990. Ballantine Books, 201 E. 50th Street, New York, NY 10022, (800) 733-3000.

**\*Cracking the Over-50 Job Market**, by J. Robert Conner, 1992. Plume NAL Dutton, 365 Hudson Street, New York, NY 10014, 1-800/526-0275.

**Electronic Job Search Revolution** by Kennedy & Morrow, 1995, published by John Wiley & Sons, Inc., 1 Wiley Drive, Somerset, NJ 08875, (800) 225-5945, \$95.00. This guided tour of today's electronic job search world takes job seekers through the quickly evolving techniques for finding employment. Learn more about resume databases and get the inside track on employer databases that enable you to design your own prospect list--and get company names and profiles automatically.

**Getting the Job You Really Want** by Michael J. Farr, 2001, published by JIST Works, Inc., 8902 Otis Avenue, Indianapolis, IN 46216, (800) 648-5478, \$12.95. Identify your key skills, define your ideal job, explore career alternatives, find the hidden 70 percent of unadvertised jobs, use the phone to get two interviews a day and create superior resumes.

**\*The Government Job Finder**, by Daniel Lauber, 1997, \$16.95. Published by Planning/ Communications, 7215 Oak Avenue, River Forest, IL 60305, (800)-829-5220, fax (708) 336-5280. The only book, according to the author, that gets you to over 1,800 places where jobs in local, states and federal government are advertised.

**\*1996 Guide to Executive Recruiters**, \$24.95 by Michael Betrus, published by McGraw Hill, Inc., 1221 Avenue of the Americas, New York, NY 10020.

One of the largest and most comprehensive listings of executive recruiters. Organized by state and industry. Salary levels from \$20K-\$250K. Includes a section on "How to Become a Recruiter's 'A' List Candidate."

**175 High-impact Resumes**, by Richard Beatty, 2002, \$14.95, published by John Wiley & Sons, Inc. 605 Third Avenue, New York, NY 10158-0012, (800) 225-5945. Lists powerful resumes in all popular formats, including chronological, functional, and linear. Covers a wide range of positions.

**\*How to Land a Better Job**, by Catherine S. Lott and Oscar C. Lott, 1990, published by VGM Career Horizons. Chronicles information obtained from over 50 years of combined experience from top-level personnel administrators. Answers to questions on how to overcome obstacles that keep you from getting a better job; How to use networking with associations and organizations to obtain a job; How best to go after government jobs; How to get political appointments from office holders, and hundreds more answers to questions.

**In Search of the Perfect Job** by Lowstuter & Robertson, 1992, published by McGraw-Hill, Inc., 2 Penn Place, 12<sup>th</sup> Floor, New York, NY 10121, \$14.95. Written for anyone whose career is stalled, stuck, or in jeopardy, as well as anyone else who just feels it's time to make a career change, this job-counseling guide equips and empowers job seekers to take charge of their lives and careers with a method that has proven to be a breakthrough for over 10,000 of the authors' clients.

**Is Your "Net" Working?** by Boe & Youngs, 1989, published by John Wiley & Sons, Inc., 1 Wiley Drive, Somerset, NJ 08875, (800) 225-5945, \$27.95. Helps develop networking skills.

**It's Who You Know** by Cynthia Chin-Lee, 1993, published by Pfeiffer & Co., 1 Wiley Drive, Somerset, NJ 08875, (800) 225-5945, \$14.95. Ideas, recommendations, anecdotes and reliable tips on how to harvest the best results from the Internet.

**Job Hotlines USA**, 1995, Career Communications, 298 Main Street, Harleysville, PA 19438, (215) 256-3130, \$24.95. Job openings are just a phone call away with this unique national telephone directory of employer hotlines. Includes full details on over 2,000 of the best free job hotlines with job announcements for non-profits, universities and colleges, and local, state, and federal government agencies.

**Jobs '96**, The Complete Sourcebook for Job Hunters and Career Changers, by Kathryn & Ross Petras, 1996, \$15.00. Published by Simon & Schuster, New York, NY, (800) 223-2348.

**The Jobs-Rated Almanac**, by Les Krantz, 1992, published by World Almanac, 200 Park Avenue, New York, N.Y. 10166, \$16.95. Ranks the best and worst jobs by more than a dozen criteria, including salary, benefits, stress, travel and more.

**The Minority Executives' Handbook**, by Randolph Cameron, 1997, \$11.95. Gives information on becoming even more successful. Outlines the challenges, strategies and options to overcoming various obstacles to success.

**Non-Profits & Education Job Finder**, by Daniel Lauber, 1997, published by Planning/Communications, 7215 Oak Avenue, River Forest, IL 60305, (800) 829-5220, \$18.95. Lists over 2,222 jobs for the non-profit world, including public interest groups and others.

**Resumes Don't Get Jobs**, by Bob Weinstein, 1993, published by McGraw-Hill, Inc., 2 Penn Place, 12<sup>th</sup> Floor, New York, NY 10121, \$10.95.

**Resumes in Cyberspace**, by Pat Criscito, 1997, \$14.95, 2001. This book focuses on using the Internet to learn how to connect with potential employers. Learn how to design a scannable resume.

**Rites of Passage at \$100,000+: The Insider's Lifetime Guide to Executive Job-Changing & Faster Career Progress** (revised and updated edition) by John Lucht, 2000, published by Holt & Co., 2269 Massachusetts Avenue, Cambridge, MA 02140, (209) 946-2404, \$29.95.

**Second Careers: New Ways to Work After 50** by Caroline Byrd, 1992, published by Little, Brown & Co., 1271 Avenue of the Americas, New York, NY 10020, (800) 759-0190, \$19.99

**Sweaty Palms** by Anthony Medley, 1992, published by Ten Speed Press., Berkeley, CA, (800) 841-2665, \$11.95. Reviews the "neglected art" of interviewing.

**\*Take Charge Of Your Career...How To Survive And Profit From A Mid-Career Change**, by Daniel Moreau, 1996. Published by Kiplinger Books, 1729 H Street, NW, Washington, D.C., 20006, (800) 462-6420. Discusses surviving termination and separation anxiety and developing a plan for recovery.

### **Transitions...Military Pathways To**

**Civilian Careers** by Robert W. MacDonald, Ltc. Aus (ret), 1988, published by The Rosen Publishing Group, Inc., 29 East 21st Street, New York, NY 10010, \$15.95. Information on getting in touch with the real world; planning tactics and strategies for success. Surviving the job market, knowing and using the right tools, i.e. applications, resumes, interview skills, etc.

**What Color Is Your Parachute? A Practical Manual for Job Hunters and Job-Changers** by Richard N. Bolles, 2002, published by Ten-Speed Press, Berkeley, CA, (800) 841-2665, \$16.95.

**\*When Do I Start...A Nine-Point Strategy For Getting The Job You Want**, by Richard Fischer Olson, 1995, \$15. Published by William Morrow and Co., Inc. 1350 Avenue of the Americas, New York, NY 10019, 1/800-845-9389. Discusses how skills required to perform a job are not those required to obtain the job; Suggests interviewing is not a rational process and how most interviewers base their decisions on gut reactions--within the first 5 minutes of the interview.

## **BOOKS ON JOB LOSS/STRESS**

**This listing does not indicate ICMA endorsement. (Updated March '02)**

**\*Aftershock - Helping People Through Corporate Change**, by Wilson Learning Corporation Staff & Harry Woodward, 1987, \$24.95. Published by John Wiley & Sons, 605 Third Avenue, New York, N.Y. 10158-0012, (800) 225-5945.

**Coping With Unemployment** by Brian Jud, 1993, published by Marketing Directions, Inc., Avon, CT (800) 562-4357, \$14.95.

**\*Finding Work Without Losing Heart: Bouncing Back from Mid-Career Job Loss**, by William J. Byron, S.J., 1995. Published by Adams Publishing, Holbrook, MA, \$12.95. This book emphasizes the importance of reflection and self-assessment, while encouraging you to take an aggressive, active approach in searching for new work.

**Life After Loss**, by Bob Deits, 1999, \$14; This book deals with coping with the emotional effects of loss and rebuilding your future.

**Outpace Yourself. Secrets of an Executive Outplacement Counselor**, by Charles H. Logue, Ph.D., 1995, \$25.00. Published by Adams, Inc. Book covers self-esteem and stress management; financial planning during transition period; self-assessment and goal setting; the proper use of references and exit statements; telemarketing yourself; contacts and networking; interviewing, negotiating and more.

**Resilience: Discovering a New Strength at Times of Stress** by Dr. Frederic Flach, 1997, published by Ballentine Books, 201 E. 50th Street, New York, NY 10022, (800) 733-3000, \$14.95.

**Success is Never-Ending, Failure is Never Final**, by Dr. Robert H. Schuller, 1993, \$18.95. Published by Hall & Co., P.O. Box 159, Thorndike, ME 04921, 1/800-223-6121.

**Surviving Unemployment, A Family Handbook for Weathering Hard Times**, by Cathy Beyer, Doris Pike & Loretta McGovern, 1993, \$25.00. Published by Henry Holt & Company, New York, NY. 212/633-0605.

## **NEWSLETTERS/BULLETINS**

**This listing does not indicate ICMA endorsement. (Updated March '02)**

**Public Sector Job Bulletin**, Job Opportunities in Local and State Government, P.O. Box 1222, Dept I. Newton, IA 50208, (641) 791-9019. [www.ioweb.com/publicsector/](http://www.ioweb.com/publicsector/)  
\$16 for 6 months; \$25 per year.

**Women in Administration and Management: An Information Sourcebook** by J.L.A. Leavitt, 1988, Harper & Row, New York, N.Y. \$43.50.



## **LEGAL ISSUES**

Either the Manager or Employer may discuss a severance or release agreement at the time of separation. This section contains two articles pertaining to severance agreements and areas of concern for Managers to consider. Also included are resumes from attorneys that have expressed an interest in providing legal services if desired by a Manager.