



ICMA

GUIDEBOOK FOR ASSISTANT AND DEPUTY MANAGERS

August 2021

ICMA | membership

ABOUT ICMA

ICMA, the International City/County Management Association, advances professional local government through leadership, management, innovation, and ethics. ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to more than 13,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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For consistency, because there are multiple titles for an assistant or deputy manager, this document will refer to the position as assistant chief administrative officer (ACAO).



PREFACE

ICMA has long recognized the value that an assistant or deputy manager (ACAO) provides in advancing the goals and success of local governments. ACAOs now constitute a substantial portion of ICMA's membership. We are committed to providing the resources they need to be successful in their careers. The nature and role of the ACAO are as different and diverse as the communities we serve, as are the people in those roles.

Some ACAOs aspire to be the CAO, and the deputy perch is a key position on that flight upward. Others treasure the prospect of serving their entire career as the ACAO. One step back from the perch, they can leverage their leadership and management skills to advance the organizations work to serve the community. Wherever you want to be on that management tree, this guide was prepared by the ICMA Assistant and Deputy Task Force to help every deputy or assistant succeed in his or her role, and with his or her career aspirations.

Serving as an assistant or deputy manager is complex and demanding on many levels. Whether you're new to the position or have experience in the role, the first thing to know is that you are not alone. This guidebook is written by assistant and deputy managers based on many collective experiences. It is one of many tools to put in your professional toolkit for guidance, encouragement, and reassurance.

Inside this guide, you'll find four sections designed to answer some of the questions our focus groups of ACAOs wanted addressed most:

- Roles of an ACAO
- Effective ACAO Skills
- Mentoring for an ACAO
- Managing with Multiple ACAOs.

Another product of that Assistant and Deputy Task Force was the recommendation for a standing ICMA member committee to support ICMA's member ACAOs more fully and on an ongoing basis. A subcommittee of that new group reviewed and finalized this guidebook, and we are proud to bring it to you—the first ICMA Guidebook for Assistant and Deputy Managers.

This guidebook can be helpful to you if you have served in another community as the ACAO, if you aspire to an ACAO role, if you want to check yourself in your current ACAO

role, or even if you are a CAO looking to create a new ACAO position or to support your current ACAO(s).

We thank all our Task Force members for their excitement in creating this project and their tenacity in seeing it through to completion. We especially appreciate the work of ICMA staff in helping this new ICMA resource become reality.

We encourage you who are reading this to share it with at least one colleague who might benefit from the perspectives offered.

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SECTION 1

ROLES OF AN ACAO

In many regards, the role of the ACAO changes from day to day, depending on what the organization and community need at that time. The size and culture of the organization, as well as the strengths and weaknesses of the chief administrative officer (CAO), help determine the professional life of an ACAO.

As an ACAO, you have a balancing act to maintain. You must act like the CAO but without the full authority and without crossing any professional boundaries or authorities. You must manage relationships in ways that do not undermine the CAO or your potential to step into the role at the right time and place. If you're in a position to serve as the CAO for an extended period, the ICMA publication [Resources for the Interim or Acting Manager](#) is another useful tool.

WHAT YOU'LL NEED TO BE

Be a Role Model

For all that the organization requires of its staff, we can go back to what we learned growing up. We should do things right the first time. As ACAO, you must represent the best the organization has to offer, both internally and externally, as well as exemplify the professionalism and values the community expects from its public servants.

Be a Bridge

You must translate challenges and opportunities for the staff so that they understand the purpose of what they do each day. Conversely, you need to bridge back to the CAO, governing body, and community to translate the value and meaning

of staff and their work. You need to support and respect the CAO and his or her role in all actions—and make connections across the organization and the community. Department staff are responsible for their areas, but you can connect them into a holistic, responsive local government entity.

Be the “Bad Guy or Gal”

Depending on your relationship with the CAO, you need to be prepared to be the “bad guy or gal” from time to time—either to allow the CAO some leadership options or simply to enforce the rules. This might be true in personnel matters, including collective bargaining, or with the board/council. This does not mean you become a scapegoat for incompetency or bad management, but instead, it means you know when to shoulder responsibility within the organization to serve as the buffer between others and the CAO.

Be a Confidant

An ACAO often serves as a sounding board and needs to provide candid feedback to the CAO. This feedback is also important to the ACAO's direct reports such as department directors and managers. Be honest, genuine, and forthright, but maintain confidentiality to the extent that you can concerning topics discussed.

RELATIONSHIPS AND RESPONSIBILITIES

As an ACAO, it is not about having all the answers, but about knowing where and how to get them. It is about communicating in ways that create results even if you don't have the authority to direct the outcomes. If you cannot directly authorize or decide, you can ask questions that cause others to reconsider in order to gain the result you want to achieve. An ACAO also has many responsibilities, both to the organization and to her- or himself.

Relationships are important for an ACAO. It is essential to get every one of your leadership team members connected so they do not miss out on the value of having the team around them. Strengthening these bonds inspires better work and a more productive and congenial environment. Building meaningful relationships within the workplace and the community is important

for employees and the local government.

Organizational leaders increasingly understand the importance of social dynamics, which need to be built on a solid foundation in order to have engaged employees and residents.

Strong workplace relationships depend on respect, trust, and recruiting/retaining the right people, among other things. Promoting the right types of relationships is key, and the way to do that is to put everyone on the same playing field with the same values and tools in place. Let all your colleagues know—whether each one is a director, manager, peer, or direct report—that they all should live by the same values set by you and the CAO. An effective ACAO will encourage collaboration, create a community of support and communication, and monitor activities to know where engagement is lacking.

Loyalty

Supporting the CAO and the organization is paramount and should be nurtured on a regular basis. It is always acceptable to distinguish between how you would do things and how the CAO or a director/manager would do things. An ACAO owes the CAO 100 percent support, even when she or he disagrees, and should always be honest with the CAO behind closed doors. This also means supporting the CAO's decisions within the organization, even when staff is questioning them.

When you're a new ACAO, it will probably take time to gain the trust of employees and the community. In addition, it takes time to gain the trust of the CAO to the extent that the CAO is confident of your loyalty. It would be great if loyalty could be established immediately but that is unrealistic. Trust takes time to build. For the ACAO, it is important to understand that every employee who walks through the door comes with different experiences—some good and some bad. It is especially important for you to show loyalty to the CAO. Yet, you must remember the employees, commissioners/council, community, and others. It is a tough balance as a leader when there is conflict. An ACAO, as the leader, can only control her or his loyalty to others. Loyalty is elusive. It comes and goes at unexpected times. It often happens when you least expect it. And it sadly can disappear in an instant.

Forward Thinking

You've had many experiences on your way to becoming the ACAO. But once you're in the position, you should be forward thinking; the focus of your attention should always be toward the future (and of course the current work) and not the past. Failure or adversities will occur and you must manage through them. An important trait of an ACAO as a forward thinker is that he or she is good at connecting the dots and seeing the bigger picture, seeing all the parts in the context of the whole. An ACAO has the ability to weave the thread of her or his life or work into a larger tapestry of meaning, providing vision and conviction.

Analytical people are good at seeing details. Creative people, on the other hand, are good at synthesizing everyday things and creating a new picture or meaning out of them. As ACAO, you must manage to keep a good balance between these two approaches. Most forward thinkers are visionaries, and as the word implies, they have a vision that keeps them looking forward into the future. You should have a solid vision of what you want to achieve or what changes you want, in conjunction with the CAO. You must have perseverance because the complexities of the office mean that you will experience both failures and successes. You must have a strong will, supported by strong convictions, that in turn is fueled by vision and perspective.

Balanced

An ACAO must not only support the CAO and staff, but should do so in concrete ways that compensate for weaknesses in the others or in the organization. For example, if you know your CAO is not a "people person," you can help the organization by becoming the communicator on his or her behalf. An ACAO can buoy the governing body, CAO, and staff.

Balanced leadership means being able to convince people to agree on a common goal and then provide the vision, methods, and resources to get the job done. This leadership is not just for big business but for local municipalities. ACAOs wear many hats and will likely have many commitments that require more than twenty-four hours a day.

Sometimes an ACAO's work and life can be at odds, but with practice, it is critical to be able to build a more balanced schedule and prioritization of work.

A truly balanced ACAO is one who can lead people to be dedicated to their jobs and also have a personal life, while maintaining his or her own work/life balance.

Relationship Builder

Bring your emotional IQ to the job. To be an effective ACAO, you need to be politically skilled in thought but nonpolitical in action. You should work to anticipate how the CAO and governing body might act and use your own political skills to create positive outcomes with elected officials, staff, and the community. Political skills can help you successfully meet the organization's leadership challenges and improve the performance of the team.

Political skills needed by an ACAO include:

- Social astuteness: The ability to observe others and to accurately understand them, including their nonverbal behaviors
- Interpersonal influence: The ability to influence others using a compelling interpersonal style, establishing rapport with others, and effective communication
- Apparent sincerity: Being transparent, honest, and sincere with others
- Image management: Knowing how to make a good impression on others.

Networking

Through training and professional development, you can prepare yourself to become a strong ACAO and to be ready for advancement opportunities and new experiences. Connect with and learn from others to build and use a meaningful professional network. Network in the right places, and chances are that you will meet a lot of experienced professionals in local government and across the community.

If you have good networking ability, you'll have strong ties with many people, including influential people in the community and at work. But be certain not to treat a network like a dusty old reference book that you store on a shelf and

access only when you need something. A network is a living thing that must be tended or it will die. Maintain communication with the connections you've made or relationships you've developed over the years, like former coworkers and peers. It's easier these days with a text or e-mail.

ADDITIONAL THOUGHTS

An ACAO could play a major role in fiscal management, but it all depends on the CAO. You should be well versed in the organization's financial policies to include the annual process for creating a new budget. Department projects require monetary oversight. There is also the annual renewal of employee benefits that require a more technical assessment. Departments must also evaluate their revenues and expenses. The

bottom line is that an ACAO could become very involved in the management and analysis of financial data.

Fiscal management and budgets range from very simple to very complicated. Fortunately, a lot of information and resources are available on local government budgets.

Many ACAOs will tell people that they have the best job in their organization. They can work across the organization at strategic and tactical levels. Conversely, an ACAO must always be ready to serve in an acting or interim CAO capacity for whatever reason. This is a wonderful opportunity. Performing well as an ACAO or interim CAO strengthens your resume if you choose to compete for a CAO position.



SECTION 2

EFFECTIVE ACAO SKILLS

Typically, the ACAO position requires more management and generalist skills than technical or subject-matter expertise. What are your strengths and where could you improve? What is your viewpoint on leadership and management? The best ACAOs understand themselves and why they do what they do, both professionally and personally.

The best way to identify the new skills you need to be successful is to undergo some form of skills assessment, particularly one that includes an evaluation of interpersonal skills. There are a variety of personality tests that may lead to deeper self-awareness. For professional skills enhancement, the International City/County Management Association (ICMA) offers a Management Assessment and a Leadership Assessment, both of which are tied to the Practices for Effective

Local Government Leadership. These assessments evaluate professional strengths and identify areas for professional development.

ICMA's Leadership Advisory Board developed a wealth of information focused on the core skills, abilities, tasks, training, and content related to the Practices. One can sort and filter these resources based on practice area and career stage. ACAOs should take advantage of these resources to identify the skills needed to be effective in their role and to become familiar with professional development opportunities that are available to advance those skills.

BIG PICTURE THINKING

One of the biggest differences between a department head or senior manager and an

ACAO is that the ACAO needs to have a global perspective. You cannot think about a single department or function. A good ACAO has a “big picture” understanding of the overall organization. The more familiar you are with the organization and its many functions, the better you’ll be able to lead within the organization. Big picture thinking allows an ACAO to act proactively rather than reactively. This helps avoid unnecessary conflict at work and creates emotional resilience. Cultivated as a habit, big picture thinking can help an ACAO manage people and time with grace and help turn challenges into opportunities.

Perspective thinking may seem like a philosophical exercise at first, but the value of understanding the scale against which an ACAO ultimately measures personal realities cannot be underestimated. Strategic thinking links directly with perspective thinking. It is being able to visualize an outcome and knowing how to get there. In the context of leadership, this means knowing what you want to achieve with your leadership role and having a roadmap to get there. Remember that an ACAO’s leadership goal is not a job function or title. Rather, it is defining what impact you will leave on the world because of your leadership, and how you would have influenced others positively as a result.

COMMUNICATION

Many people, as they transition into the role of an ACAO, find that they need to fully and frequently use their interpersonal skills. The ability to effectively interact with people with diverse perspectives and backgrounds becomes very important. The steppingstone positions that lead to ACAO roles often focus more on technical skills. The shift into the ACAO role frequently requires greater utilization of interpersonal skills, and the development of those skills is an important area of focus for people who want to transition into such a position.

Your success or failure as an ACAO can depend on your communication skills. The ability to interpret the goals and objectives of elected officials and the CAO, then speak the language of department staff to communicate those goals, is paramount. The ability to give positive and critical feedback to the CAO and to staff is important.

RESILIENCE

Even as you give the organization your best, it’s important to take care of yourself physically, mentally, and emotionally. Distractions and bad personal decisions can quickly derail the best laid plans. A good ACAO must seek a proper work/life balance, while building and maintaining positive relationships both professionally and personally.

Resilience is now recognized as a defining characteristic of an employee who can deal with the stresses and strains of the modern workplace. A resilient ACAO is better able to deal with the demands placed on her or him, especially when those demands require dealing with changing priorities and heavy workloads.

The key point here is that resilience is not a passive action but an active process. How you approach life has a great impact on how you approach pressures, adversity, and uncertainty. The ability to cope relies on developing behaviors, thoughts, and actions. In the hardest of times, people will look to an ACAO to be that “calm in the storm.”

You’ll find that you frequently need to utilize many types of interpersonal skill. You’ll also experience the challenge of managing projects or making decisions in areas in which you lack experience or in-depth knowledge. This means you have to manage time better than most, listen more, and rely on the team. This is not a weakness unless pride gets in the way, which is even more of an issue if it limits the growth of the team. The ability to interact with people who have diverse perspectives and backgrounds is critical.



SECTION 3

MENTORING FOR AN ACAO

MENTORING FUNDAMENTALS

Mentoring is a voluntary partnership between two or more people in support of personal and/or professional development. Mentoring can be formal or informal. The most common form of mentoring is informal, characterized by a casual relationship, where two individuals provide each other with guidance and counsel. Formal mentoring or coaching relies on a structured program where people proactively support professional development.

The use of a mentor or coach is an alternative way of performing a skills assessment. Your mentor or coach can help guide you to enhance your skills and provide feedback on the ways you may improve. Just as there are specific characteristics of a successful mentor, there are attributes and sensibilities that make for a good “mentee.” This is

important, because a mentee must remember that a mentor is doing this from the goodness of her or his heart. As a mentee, you need to be:

- Committed to escalating your skills and focused on achieving results
- Clear about your career goals, needs, and wants
- Willing to explore different paths and viewpoints
- Able to seek and accept feedback, even the “constructive” kind, and act on it
- Be responsible and accountable for your actions and growth.

The ideal mentor for you depends on many factors, including your career stage, your desired career path, specific professional development needs, and related support resources. Over

your career, you will benefit from exposure to different CAOs and professional development opportunities. ICMA provides significant mentoring and career development resources to benefit an ACAO. When considering the many options, an ACAO should keep in mind these general expectations of a mentor:

- Provides information, honesty, and encouragement to another person or persons
- Serves as an example through his or her expertise or success as a leader
- Acts as a trusted advisor and a sounding board for professional and personal issues
- Helps identify problems, solutions, and alternative perspectives
- Encourages the exploration of ideas and risk taking
- Suggests educational and other professional development opportunities.

A mentor is not a sponsor and may or may not be a coach. Mentors and coaches are similar in that they

both assist others in learning and development that leads to peak performance and realization of professional and career goals. However, the role, approach, and tools of each are different. Typically, mentoring tends to be a more informal relationship or partnership that looks more holistically at long-term career movement and success.

Coaching is often a more formal partnership that is focused on improvements in behavior and performance. An executive coach typically gets paid, but the [ICMA Coaching Program](#) is free of charge and offers valuable and appropriate tools for an ACAO. In particular, the [Outline for Talent Catalyst Conversation](#) is a resource that helps an ACAO identify opportunities to learn, grow, and develop as managers.

TYPES OF MENTORING

The following table provides a description of different types/models of mentoring, ICMA platforms for each type, and the benefits of each approach.

Type of Mentoring	Definition and Example	Benefits
Traditional “One-on-One” Mentoring	A mentor, typically a successful, ethical, and seasoned professional, works with a mentee, usually less experienced, to grow and advance the mentee’s career transition and development. ICMA Coaching Program	• Traditional mentoring is focused on the overall career and professional development of the mentee. • The mentor shares his or her experiences and feedback regarding technical knowledge, organizational relationships, and tips for success. • By passing on lessons learned, the mentor assists the mentee in furthering his or her professional development.
Peer Mentoring	A peer mentor is a colleague with similar professional experience, but with expertise in a subject area that the mentee does not possess. ICMA Coaching Program ICMA Leadership Development Programs	• A peer mentor helps his or her colleague improve on-the-job performance, working relationships, and personal satisfaction with work. • An effective peer mentor listens, gathers information, provides honest and constructive feedback, creates a vision or change, and motivates an individual to action. • A peer mentor helps his or her colleague progress toward specific career goals.

Type of Mentoring	Definition and Example	Benefits
Group Mentoring	Group mentoring links multiple individuals with a more experienced colleague or a group of peers with different experience and expertise. Depending on the subject matter, professional training opportunities fall into this category. ICMA University ICMA Leadership Development Programs	• Group mentors advise mentees on how to accomplish their goals, help troubleshoot and solve work-related problems, help navigate through organizational politics, and provide recommendations for generating innovative ideas. • Group mentors can provide suggestions for career development, access to subject-matter experts, and ideas on resolving difficult situations
Virtual Mentoring	Virtual mentoring is a self-directed, selective approach that provides access to resources and direction online. It includes information-sharing forums and blogs. Ask an ICMA Manager	• Virtual mentoring allows you to ask for and share advice and resources when it makes sense for you. • It transcends groups and organizational boundaries because it involves multiple mentors and networks. • Everyone in the virtual network receives benefits and rewards; there is a high degree of reciprocity.
Flash Mentoring	Flash mentoring provides mentoring via a one-time meeting or discussion. ICMA Career Compass articles ICMA Talent Development	• Mentees learn and receive guidance from a more experienced individual. • Flash mentors generally provide valuable knowledge and experience with limited commitment of time and resources. • Topics for flash mentoring are broad, ranging from providing strategies for career goals to specific advice for managing local government issues.
Reverse Mentoring	In reverse mentoring, the usual relationship is reversed, and a seasoned professional is the mentee paired with an individual with less professional experience as the mentor. ICMA Coaching Program	• Reverse mentoring helps bridge generational gaps in the profession. • It creates an opportunity for a newer member of the profession to share his or her experience with a seasoned professional. • It pushes both parties to move beyond their comfort zones and try new ways of thinking, working, and learning.

KEY CONSIDERATIONS

As you contemplate your desire for a mentor, one of the first considerations is to determine if a formal or informal structured relationship is

important. If you request a mentor through the [ICMA Coaching Program](#), you should be specific about what you want from the partnership, including expected commitments of time,

frequency of communication, and duration of the partnership. For a formal mentoring opportunity, the [ICMA Coaching Program](#) offers guidance and a [statement of mutual understanding](#) that can serve an ACAO seeking a mentor.

If you prefer an informal approach but want some level of structure, consider the following suggestions:

- Create a mentoring outline that lists the skills and knowledge or advice topics you want to discuss with a mentor.
- Prepare a list of existing ICMA members and others in your career field or even in your local community that you would like to have as a

mentor. Contact those you believe can help you the most, based on what you know about their background and career experiences. ICMA members can find other members through the [Who's Who](#) directory, and anyone can find a volunteer coach through the [CoachConnect](#) service of the [ICMA Coaching Program](#).

- Refine the mentoring outline into priorities after the mentor or mentors clarify the areas in which they can be most helpful to you in terms of skills and advice.
- Determine a frequency of communication generally, and specifically, depending on the topics.



SECTION 4

MANAGING WITH MULTIPLE ACAOS

WHEN THERE'S A NEED FOR MULTIPLE ACAOS

The needs of each community are so unique that there is no single preferred model for structuring a local government organization designed to best meet those needs.

While many local government organizations are small and can be effectively managed by the city/county administrator/manager alone or with just a single ACAO, many larger jurisdictions are structured to have multiple ACAOs depending on the needs of the organization and available resources. Without an ACAO, a key department head is likely tapped to serve in the absence of the CAO. However, with multiple personnel in this role, the CAO has an opportunity to select from the group.

Organizations with multiple ACAOs look and function differently from place to place. Very common is an organization with two ACAOs, one oriented toward providing management direction and supervision to primarily internal or administrative functions, with the other oriented toward outward, operational functions. Staff are usually assigned to these roles based on their experience and expertise and the way they complement the city/county manager's abilities. This can work well for an ACAO who ascended into the role via specific department leadership positions. Many ACAOs reach their position through a more generalist track, and may have the flexibility to provide leadership for internally or externally focused departments and functions. Integrating cross-functional teams within this hierarchy can also be utilized within this structure.

Regardless of structure, the need for routine and effective communication among multiple ACAOs is essential.

ROLES OF MULTIPLE ACAOS

The roles of multiple ACAOs can be based on a number of factors, including experience and organizational needs. First and foremost, however, the creation of the job descriptions and the subsequent hiring of multiple ACAOs is made by the CAO, whose main responsibility is to the elected body. Within this construct, the CAO will determine the organizational structure that best serves the community and best meets his or her leadership style and organizational requirements. The ACAO's role is to understand these realities to help the CAO, governing body, and ultimately the community that he or she serves. Experiences and skills are key factors in determining the role of each ACAO.

The CAO of a large and complex organization is looking for ACAOs that not only can make a positive, balanced impact within the organization, but also share the same values as the CAO. ACAOs must learn to work together because the three most critical characteristics of their relationship to each other and the CAO involve loyalty, trustworthiness, and competence. It is all about teamwork! Teamwork with the elected officials, the CAO, local government staff, and the community.

COUNCIL RELATIONS WITH MULTIPLE ACAOS

It is the CAO who sets the tone and culture of the organization and also the relationship with elected officials. Therefore, it behooves each ACAO to have a candid conversation with the CAO to manage expectations when working with the elected body and staff. Every CAO is different in how he or she wants the ACAOs to interact with the elected body, but whenever an ACAO does interact with the elected body, he or she should notify the CAO and other ACAOs. This goes to effective communication and teamwork.

A cohesive management team of ACAOs will benefit the elected officials, the organization, and the community. Additionally, ICMA members have an obligation under the ICMA Code of Ethics to serve all members of the governing body equally.

While each elected official may have his or her own preferences, it is important that they are all treated the same. Information should always be unbiased and politically neutral, especially in election times or in discussions, no matter who asked the question.

ADDRESSING CONFLICT WITH MULTIPLE ACAOS

Conflict is inevitable as multiple ACAOs often work closely together with overlapping responsibilities. It is up to the CAO and ACAOs to talk to each other and work out different or more complicated role relationships. Communication is both the cause of and the remedy for conflict. Understanding how to effectively communicate, and how to satisfactorily resolve disputes, can lead to a happier, more productive life for ACAOs.

The need to collaborate and work together is a critical element of success for a team of ACAOs. This does not mean that conflict should be avoided; rather, good disputes and constructive conflict should be encouraged. ACAOs should be willing to disagree with and challenge each other, speaking their minds early rather than allowing potential resentment to fester. The CAO should foster a culture in which conflict is acknowledged and yet expect professionalism and teamwork for the greater good of the organization. In organizations with multiple assistants of different levels, the highest classified ACAO under the manager may serve as a chief operating officer who could serve as a mediator for ACAOs.

Guidelines for fostering the kind of work environment that allows healthy conflict include:

- Respect individuals and individual differences. Stay flexible and be able to adapt to complicated, overlapping roles.
- Reward the behavior you want to encourage. Handle conflict directly and evenhandedly.
- Make sure staff are equipped to do their jobs. When staff have the resources they need, competition for resources is less likely to occur, thus discouraging power games, turf wars, and tenure battles.
- Provide individualized training when and where needed. Practice and hone your listening skills.



CONCLUSION

We hope you have found the contents of this guide useful in developing keen questions to ask yourself, better position yourself to serve your team and your community, and/or check where you are in your current role. We invite your feedback on this guide—if you have any ideas for additions or changes, please send them to careers@icma.org.

Again, we encourage you to share it with colleagues in your organization or in the profession who might benefit from the perspectives offered.

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