




Level Up! Thriving Through the Stages of Your Municipal HR Career

A Strategic Roadmap to Purpose,
Progression, and Legacy.

Ethics, Equity & Merit: Your North Star

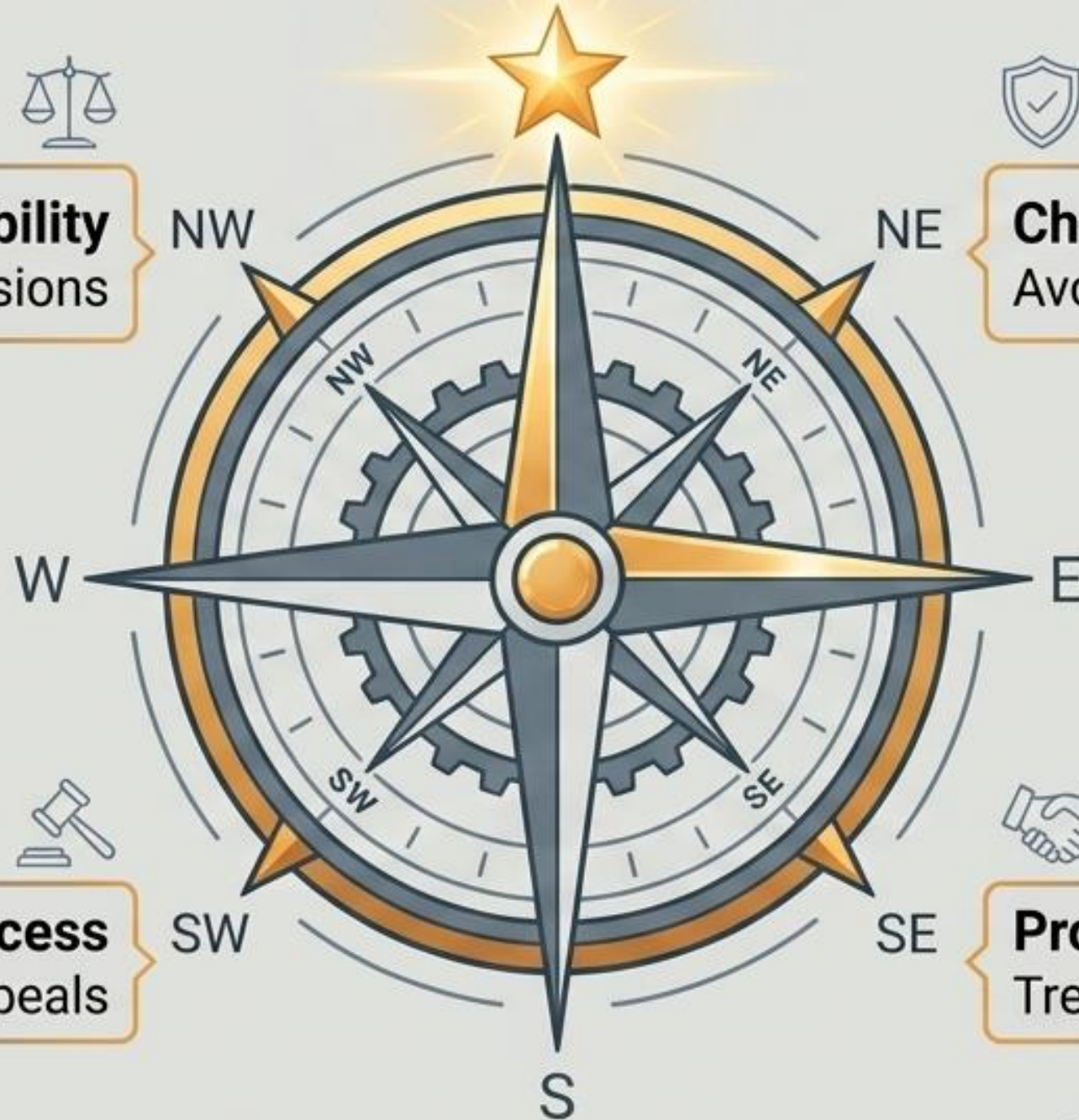
Ethics, Equity & Merit

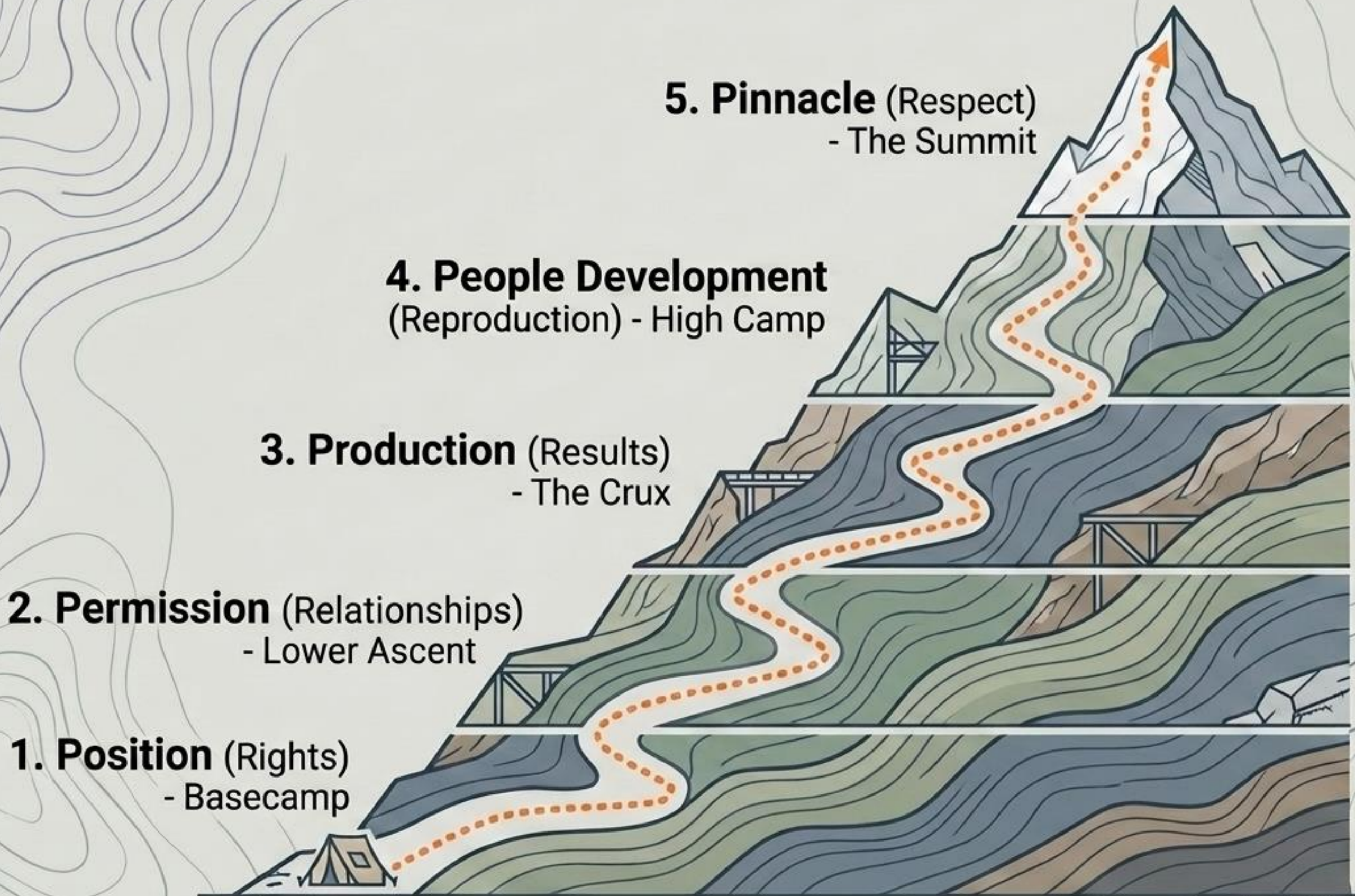

Maintain Defensibility
Merit-based decisions


Champion Transparency
Avoid discrimination


Ensure Due Process
Discipline & appeals


Protect Dignity
Treat people with respect





WAYFINDER DASHBOARD: STAGE A

The Altitude

Stage A — Early Career

HR Assistant /
Coordinator

Maxwell Level:
Position

The Terrain

- ✓ Master compliance basics (EEO, FLSA, records)
- ✓ Learn structured interviews & merit documentation
- ✓ Build reliability in civil service environments

The Gear

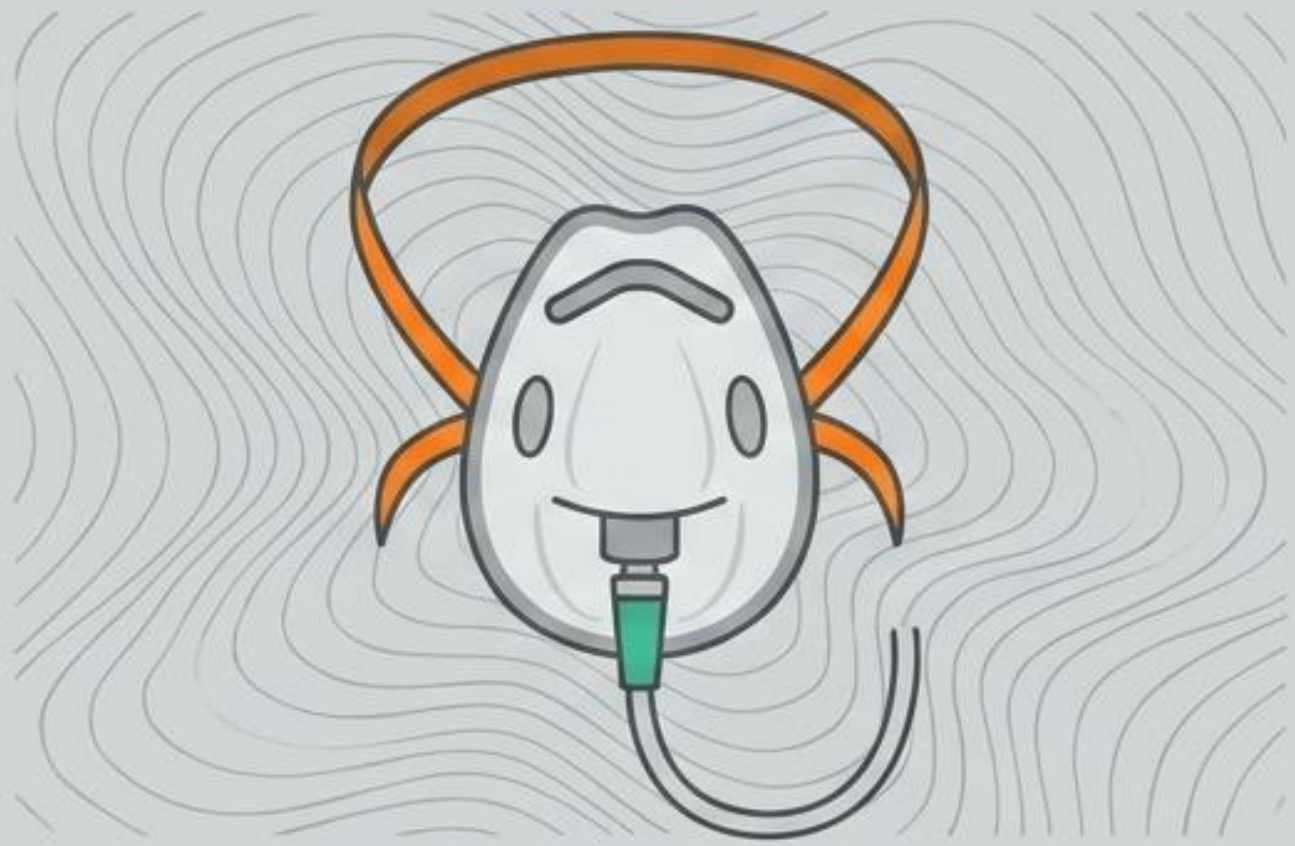


Training & Certifications:
SHRM-CP, TMRHA
Learning Library,
Conferences



Mentorship Action:
Seek internal or
external mentors

Put Your Mask On First



Selfish vs. Selfless,
EQ: Master your own
emotional regulation

The Obstacle IS the Path



Stay curious, take on the
challenge.

WAYFINDER DASHBOARD: STAGE B

The Altitude

Stage B — Specialist / Analyst
Maxwell Level: Permission

The Terrain

- ✓ Build relationship equity
- ✓ Design validated selection tools
- ✓ Master compensation/ classification basics

The Gear



Training Focus:
SHRM-CP



Mentorship Action:
Lead micro-projects to
build visibility

WAYFINDER DASHBOARD: STAGE C

The Altitude

Stage C – HR Business Partner / Manager

The Crux

Maxwell Level:
Production

The Terrain

- Deliver visible results
- ✓ Build HR data dashboards
- ✓ Navigate police/fire labor & civil service dynamics

The Gear



Training Focus:
ICMA supervisory series, SHRM-SCP path



Mentorship Action:
Establish a coaching cadence & leverage reverse mentoring

WAYFINDER DASHBOARD: STAGE D

The Altitude

Stage D – HR Director

Establishing New Camps

Maxwell Level: People
Development

The Terrain

- Create robust talent pipelines
- Drive strategic alignment with City Leadership and City Council

The Gear



Training Focus:
Leadership ICMA,
SHRM-SCP



Mentorship Action:
Active mentoring of
junior staff

WAYFINDER DASHBOARD: STAGE E

The Altitude



**Stage E – CHRO /
Assistant City Manager**

The Summit
Maxwell Level: Pinnacle

The Terrain

- Codify ethical, transparent HR practices
- Develop leaders who develop leaders
- Champion innovation while ruthlessly protecting merit

The Gear

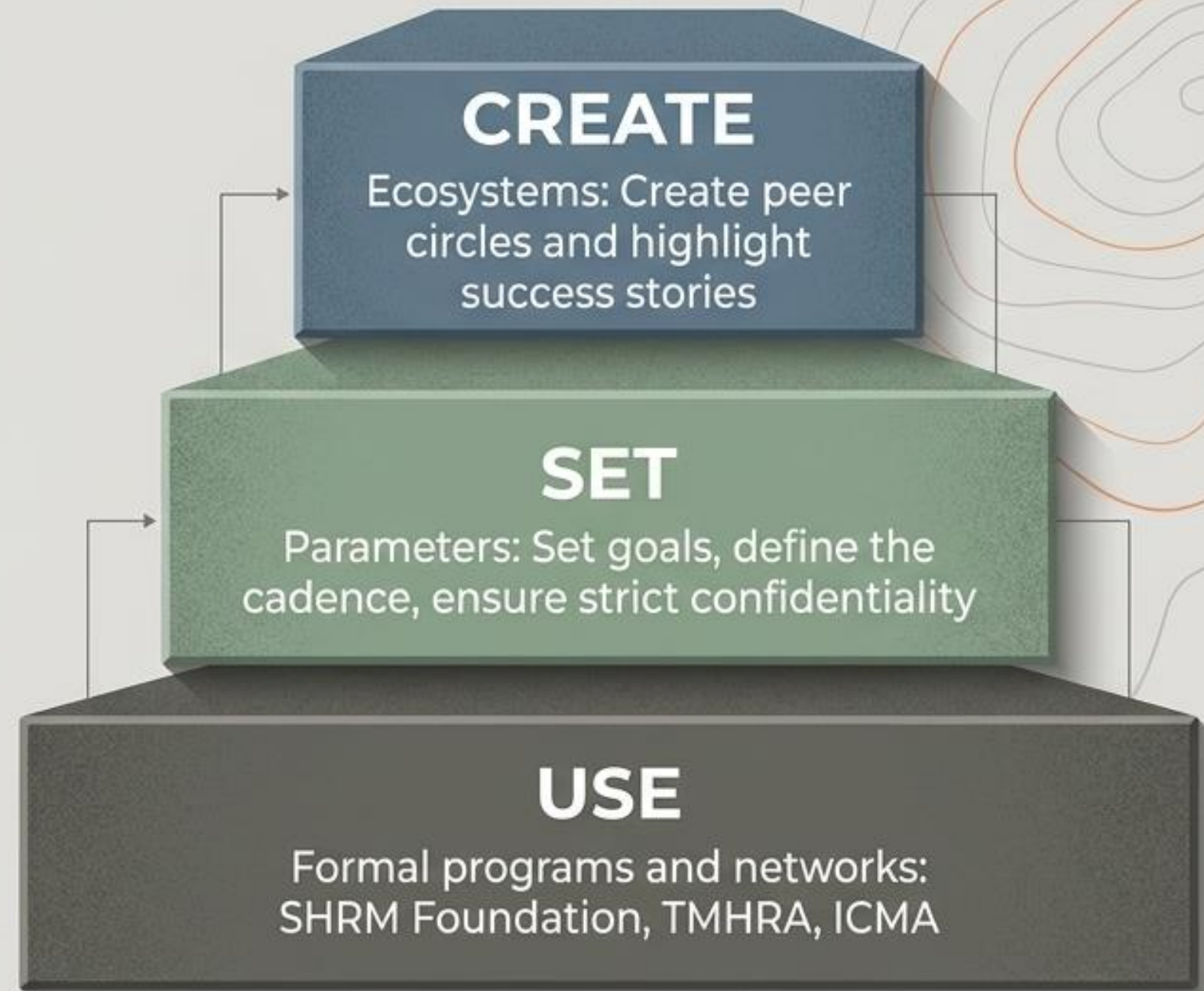
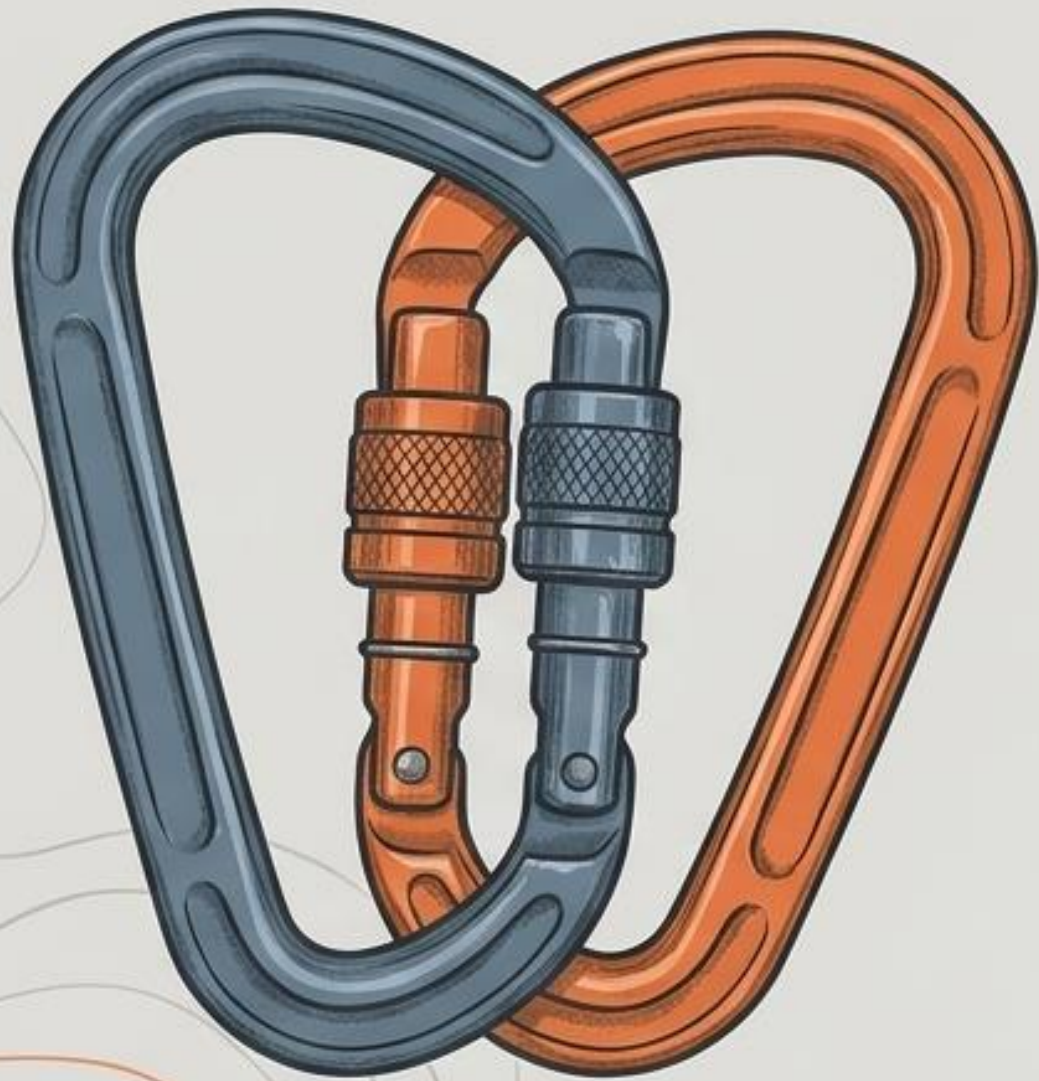


Mentorship Action:
Build and sponsor formal mentoring programs across the city.

THE MUNICIPAL HR LEARNING GRID

	Entry/Mid	Manager	Director+
Global Application	SHRM-CP	SHRM-SCP	SHRM PDCs
Municipal Context	TML On-Demand	ICMA 6-session series	Leadership ICMA
Texas-Specific	TMHRA-CP (1-week cohort, TX Gov Code, police/fire labor)		

Building Mentorship That Works



Catalyst Question: The Bridge to the Future

Current Performance

Future Promotion

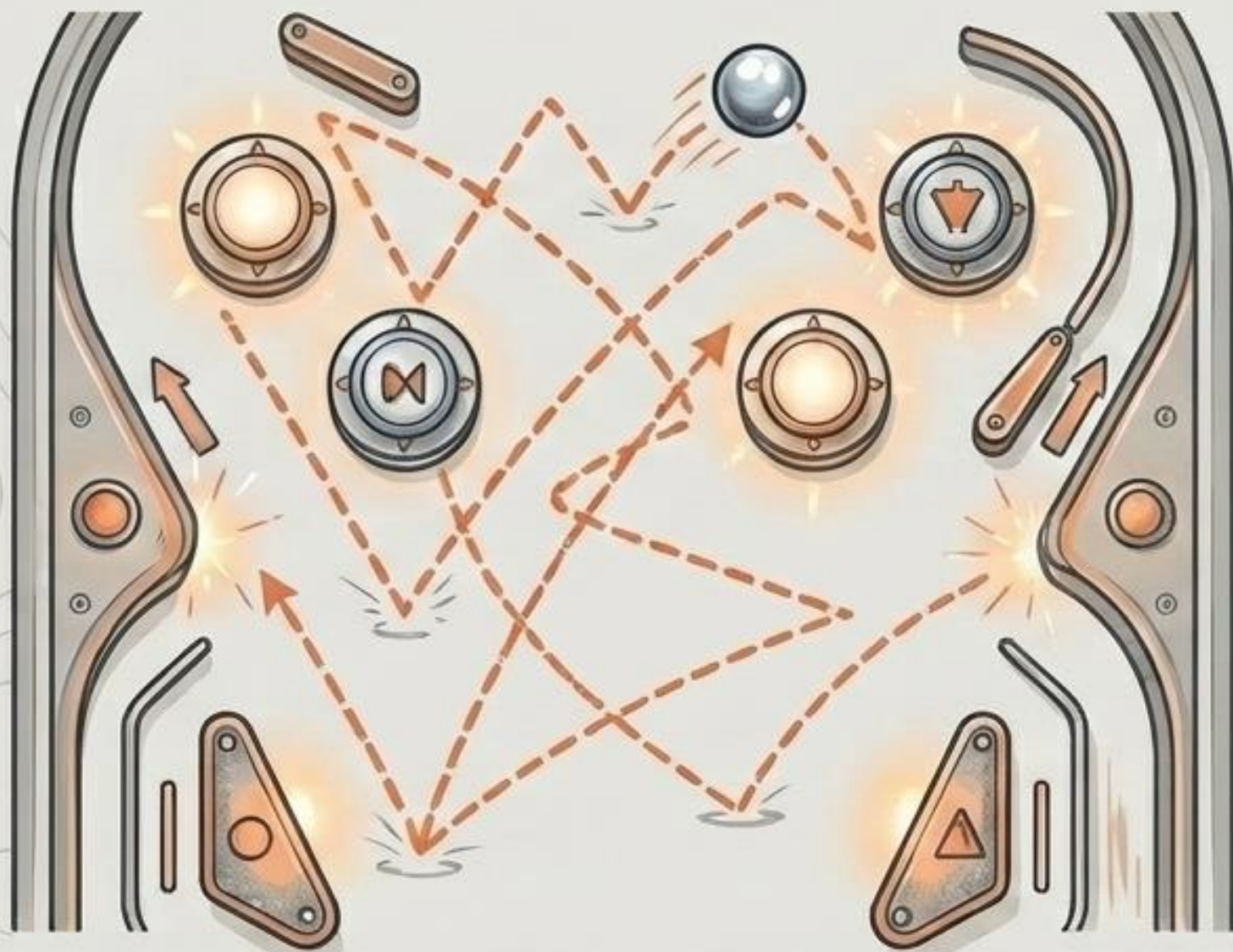
How do I get ready for the next step?

Current Performance

Future Promotion

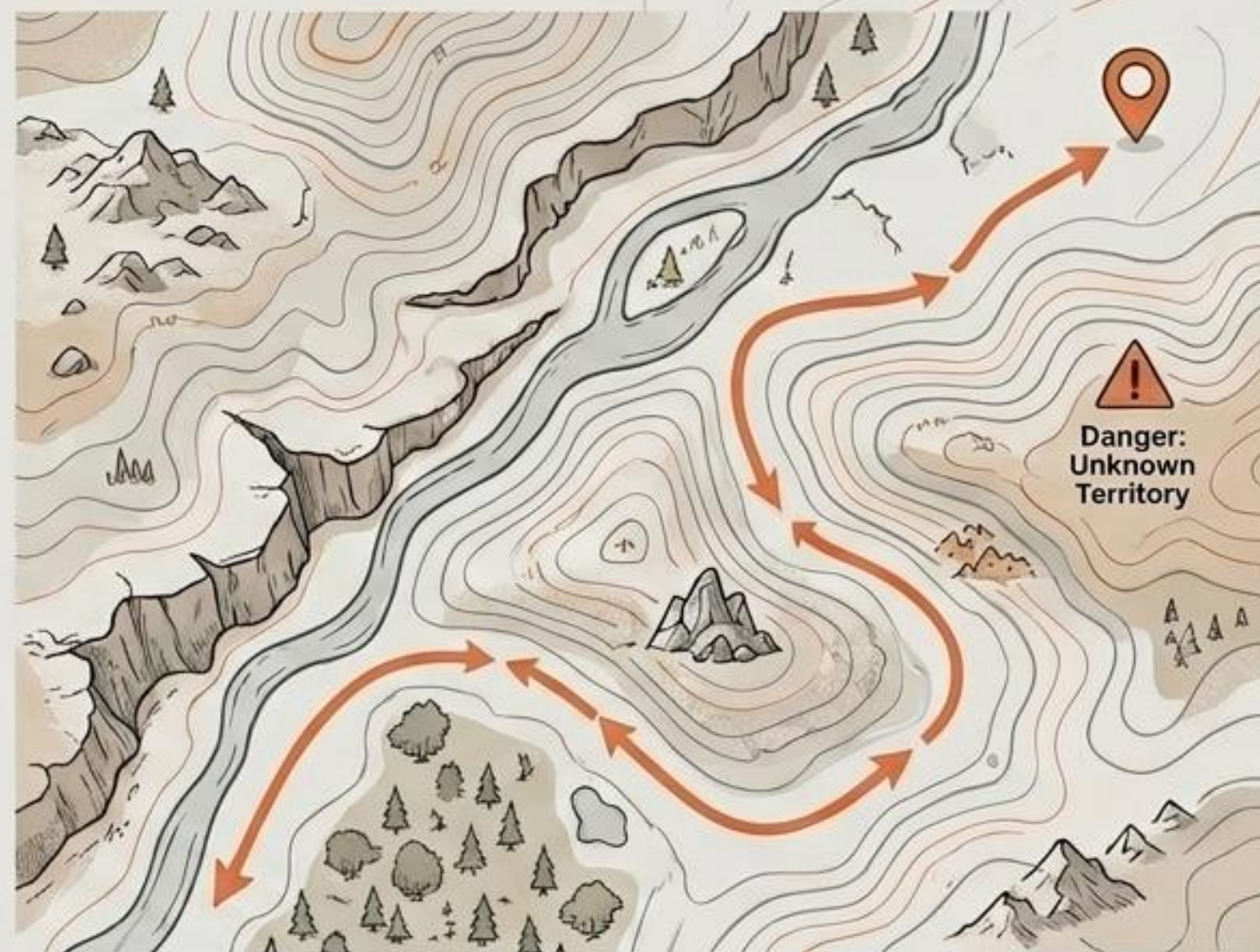
Mentorship is not just about venting or solving today's problems. Intentionally deploying this question forces the mentor to map the specific route ahead and identifies the the exact competency gaps you need to close.

The Accidental Career



Reacting to circumstances, drifting through constraints, and treating setbacks as random punishment.

The Intentional Route



Driven by proactive choices, Maxwell's levels, and a planned response to adversity. Setbacks don't bounce you backward; they provide data to adjust the route.

Setbacks: Evidence-Based Ways to Bounce Forward



Re-examine fit & goals.



Pursue unconventional opportunities.



Adopt a growth mindset.



Conduct after-action reviews (AARs) & 360 feedback.

Your Career Portfolio — What to Track

How You Helped Others



Certifications & PDCs



Projects and Outcomes



The Wayfinder's Pack

Accomplishments



Mentorship Impact



Dashboards, Studies, Investigations



0 2 5 10





From Position
→ Pinnacle

Build
Trust



Deliver
Outcomes



Develop
Others



Shape
Culture



**Your HR working legacy will be in the culture you shape
and the leaders you developed and cared for.**