

Municipal Administration Leadership Workshop – Mountain Refresher Course

Kananaskis Village – May 15-19, 2017

The Society of Local Government Managers will be hosting the Municipal Administration Leadership Workshop from May 15-19 2017.

An informative, educational opportunity awaits you in a beautiful mountain setting. In addition to the Senior Executive Fellows Program, the Society has planned an exceptional two and a half day educational program directed at meeting the needs of municipal administrators, assistants, departmental managers, and government employees looking for a professional educational experience that provides practical skills for dealing with contemporary issues.

You will find senior and junior level CAOs from urban and rural, large and small jurisdictions who value the opportunity to learn from each other as well as from experts in the field.

Reach your Peak – Plan on attending the Municipal Administration Leadership Workshop in beautiful Kananaskis Country. For more information check out www.clgm.net

Awards & Bursaries

The Society of Local Government Managers has developed and participates in a number of bursaries, scholarships and awards to encourage and assist local government practitioners and members with their continuing professional development. The following provides summary information on these awards.

The Larry Majeski Bursary sponsored by the SLGM was developed to provide recipients \$1,200.00 to offset the registration and accommodation fees for the Mountain Refresher Municipal Administration Leadership Workshop in Kananaskis.

Bursary Criteria and application forms can be found at www.clgm.net

SLGM Bursary provides designated members with the opportunity to access to two five hundred dollar bursaries or a one thousand dollar bursary for continuing education.

Bursary Criteria and application forms may be obtained by contacting the Society's Offices. March 31st is the deadline for applications.

The SLGM Award of Excellence cosponsored with Brownlee LLP, was developed to publicly recognize those individuals who demonstrate service excellence in local government.

The Award also recognizes the achievements, contributions, and continued pursuit of training of those individuals involved in the administration of local government.

Regular, associate and student members of the Society of Local Government Managers may apply until March 15th for the Award.

SLGM Intern Bursary provides Interns the opportunity to access \$500 to attend the annual Mountain Refresher Course in Kananaskis. Applications must be received by April 30th

For more information, contact Linda Davies, CLGM

R.W. Hay Award cosponsored by the SLGM and the Alberta Association of Municipal Districts and Counties

For more information, please contact Cindy Carstairs at cindy@aamdc.ca

Dedicated CAO and Dedicated Team Awards co-sponsored by the SLGM and the Alberta Urban Municipalities

For more information and an application form, please go to www.clgm.net.

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Temporary Solutions

At times a business may face having to recruit specialized talent on short notice.

When a key person has to take an extended leave, a middle management talent suddenly departs or the company wins a bid for a project that requires additional expertise, should you rush to fill that position with full-time personnel? Hiring a temporary contract worker may be a better strategy for handling unexpected staffing needs.

Temporary staffing was once primarily used to cover administrative and clerical duties. However, today companies are increasingly recruiting professional, management and highly skilled staff on a temporary basis to handle more complex responsibilities for:

- Short and long-term projects;
- Peak business cycles;
- Staff vacations or medical or parental leaves; and
- Projects requiring specialized skills.

While temporary staffing is not recommended as a long-term human resources strategy. It can offer valuable assistance when your company has short-term needs. Rather than stretching the resources of permanent employees and decreasing productivity, you can have the right personnel in place in a timely manner.

For senior staff levels, filling an open position with temporary talent will give the company more time to re-assess the vacated position before beginning the search process for the permanent hire. As the search process can be long and drawn-out, the temporary employee can keep things running smoothly while the company finds the right person to fill the position. In the long run, this interim solution may save the company significant money.

Some argue that temporary staffing is more expensive than hiring full-time employees. Although this may be true in certain situations, temporary staffing eliminates the additional costs of carrying these individuals on the payroll year-round and providing benefits. Employee benefits can amount to as much as 20 to 25% of a company's salary budget.

In addition to the cost-benefit, the temporary's specialized skills, real-world knowledge and experience will shorten the learning process. Since the person may have worked at a number of different organizations, consider also that the temporary may bring fresh ideas and new ways of doing things that can enhance productivity.

Communicate with Staff

Bringing a temporary employee on your team may create issues relating to supervising and motivating your employees and keeping up morale. Some employees may feel disgruntled by the decision to fill the position with a temporary person so communication is important.

Handling any misperceptions or discomfort before the person starts will help ensure that the contract worker has a good start, the project is not stalled and unhappy staff members do not thwart the temporary person's effectiveness.

To deal with these issues, consider:

- Letting staff know early in the process that you will be hiring a person on a temporary basis.
- Explaining why the temporary is being hired, that is, the need for specialized skills and knowledge. etc.
- Describing the temporary's responsibilities and the length of the contract.
- Indicating which employees will be reporting to the temporary and ask for full cooperation.
- Assigning an employee to the temporary in the role of an apprentice. This is an opportunity for the employee to gain valuable knowledge and experience and could potentially groom a successor if the position is to become full-time.

The Contract

Whether you contract with the temporary employee directly or through an agency, make sure the details of the contract arrangement are finalized before the person starts. Generally, the contract should:

- Detail such issues as the term of the contract, fee arrangements, payment schedule, confidentiality, performance expectations and termination issues such as "acting in a manner unbecoming to the good name of the company".
- Specifically indicate that the temporary person is not an employee and is personally responsible for income tax, CPP, GST and other regulatory payments.
- Describe the environment where the temporary person will be working and the nature of the work and, where applicable, any tools, equipment or specific software programs that will be used.
- Set out to whom the temporary is to report. This is imperative to avoid internal upheaval, delays, misunderstandings and accidental confidentiality breaches.

On the first day, take time to introduce the temporary employee to your staff and express the confidence you have that everyone will support the individual and his or her work.

Just-in-time Staffing

The concept of hiring temporary specialists to help you get through tough times or to assist with a special project is a relatively new development. With many boomers choosing a part-time career over early retirement your company has access to a large pool of experienced and qualified candidates who can help you meet short-term staffing needs.



Handling Change

There are two ways for a manager to understand change: as catch up or as strategy.

If you see change as the disagreeable cost of catching up to the competition, you are already behind. But if you see it as the facilitator of your corporate strategy, you are pulling away from the pack at the clubhouse turn and ready to open up in the back stretch. Recognition of change as a constant part of getting where you want to be five years from now will allow you to manage technology more effectively, develop a more flexible business model, run your business more efficiently, and produce a better bottom line.

Change is inevitable, but can be made a little easier if one pays attention to the following guidelines.

Have Clearly Defined Strategic Goals

What business do I want to be in five years from now? What will my business model be at that time? Since investment decisions, human resources planning, and technology choices are all driven by the strategic plan, make sure you have a clear idea of what you want to achieve.

Be Proactive

Leadership comes from the top - that's you. Start the process, assign responsibilities and get going.

Make sure your production and sales managers provide you with concise and timely information about quality control and customer satisfaction. Project progress will create an appetite for progress and permit changes to be made while ensuring the target is kept in sight.

Don't Try to do it All Yourself

To go it alone is to set yourself up for failure. Not only will the project become bogged down while you stop to deal with operational matters, but, you will almost certainly lose heart and fall short of your strategic goals. Find people within the organization or hire consultants with the competencies you lack. The role of consultants is not to run your business but to provide a menu of solutions to specific problems and move the project forward. Whether the problem is a new marketing campaign or a revamping of HR policies, management should involve people who solve problems as quickly as possible.

Recognize Change as a Constant

Solving today's problems with little regard for the future is a short-term view and creates the risk you may lose sight of your strategic goals. Businesses and their support systems are too complicated and expensive to be dealt with all at once. When embarking on change document the specific areas in your business such as administration/bookkeeping, HR, workshop/factory, or technology and develop a plan to review each on a cyclical basis knowing that upgrades will be required.

This approach will ensure that:

- All areas move forward;
- The interdependence of all sectors within the business is recognized;
- Employees know they are working for a common goal; and

Investment and human resources requirements for the strategic plan will always be kept in sight.

Make Change User Friendly

Whether the change is as simple as starting to pay employees by direct deposit instead of by cheque or as complicated as setting up a new pricing system within inventory, never forget the end user. Failure to ensure seamless change will have an immediate negative impact on users who are naturally resistant to any change. Then, when the future dictates the need for additional change, resistance will increase.

Check Your Sources and Resources

Whether the change involves moving, hiring staff, purchasing new equipment or taking on new suppliers make a due diligence investigation. Check references, visit sites that use the equipment, interview customers of the prospective new suppliers. These checks will help determine whether the job can be done and what ongoing support will be available if upgrades are needed or breakdowns occur.

Be Aggressive

Once change is decided upon it must be pushed aggressively. If timetables and expectations of management, staff, contractors, and suppliers are

not supported with training programs; if testing is not scheduled; if dates and arrival times are not scheduled; chances are the enthusiasm for change will wane as people are struck half in the old and half in the new. The anxiety created will result in frustration and undoubtedly lead to decreased productivity.

Management's responsibility is to manage. When management takes charge of change with a clear purpose and a strong support team change will be viewed as part of strategic business development and welcomed. ☐

The Electronic Market Place

The Society provides an overnight advertising service to its members, subscribers and all rural and urban municipalities within Alberta. Advertisements are also posted on the Society's website. This service is available to any company or organization wanting to communicate with municipalities quickly and cost effectively. The Society charges a flat fee for this service. Visit <http://www.clgm.net/classifieds>

Visit our website www.clgm.net

Characteristics of a Profession

A profession is distinguished by certain characteristics including:

- (a) Mastery of a particular intellectual skill, acquired by training and education;
- (b) Acceptance of duties to society as a whole in addition to duties to the Employer or Client;
- (c) An outlook which is essentially objective; and
- (d) A high standard in the conduct and performance of personal service.

People who use professional services usually find it difficult to assess the specialized knowledge and skills of professionals. That is why professional organizations lay down technical and ethical standards for their members. By enforcing these standards, professional organizations protect the public interest, and users can confidently rely on professionals.

Two important principles underlie this Code, as well as the rules and guidelines, and form a common thread throughout its provisions.

First, a Member must establish and maintain a reputation for integrity, the most basic attribute of a member of the accounting profession. Integrity includes trustworthiness, loyalty, fairness, honour and honesty.

Second, a Member must reject inappropriate conduct, both on a professional and personal level. A Member also has a duty to refrain from behaviour which, while legal, is inconsistent with the high standards of the profession, or calls into question the Member's fitness as a professional. A Member who violates either of these principles will lose the respect and confidence of the public and other accountants.

Through legislation, the local government management profession is self-governing. The privilege of self-governance carries with it special responsibilities. The rationale for the Code of Ethics ("the Code") must be to codify ethics respecting practice as a certified local government manager, to maintain the dignity and honour of the profession, and to protect the public interest. Members must strive for their observance of the 'Code both individually and collectively. The Code, rules and guidelines are not, however, capable of stating every circumstance a Member may face. Members must therefore consider other ethical and moral considerations, as well as legislation relating to Members and laws of a more general nature, in deciding to pursue a course of action in a given situation.

All Members should follow both the spirit and the letter of the Code, rules and guidelines.

The willingness and determination of the profession to achieve widespread compliance with the Code, rules and guidelines is a more powerful and basic

enforcement mechanism than the imposition of sanctions. A Member must therefore be vigilant respecting his or her own behaviour as well as that of colleagues. However, it is improper to use any provision of the Code, rules and guidelines as an instrument of harassment or as a procedural weapon without a ... genuine concern respecting the interests of an employer, client, the profession or the public.

Waiver Policy

SLGM's Membership Fee Waiver Policy

The Society realizes from time to time members may find themselves between jobs with their professional fees unpaid and as that may prove to be a financial hardship to the member, the Board will invoke its power to waive in part for a period of time the member's fees.

The Society of Local Government Managers recognizes two categories of certified membership: *active* and *retired*.

"Retired certified member" means a member who has ceased employment as the result of an intention to end his or her career and will pay no dues.

Active certified members pay full dues with the following waiver provisions:

- Unemployed for six months or more: *one-quarter of full dues.*
- Family leave, interruption (minimum six months) of career due to parental considerations: *one-quarter of full dues for maximum of five years, consecutively of in total.*
- Long-term illness or disability (medically unable to work): *full dues waived upon receipt of a medical certificate.*
- Engaged in full-time study at a post-secondary institution: *one-quarter of full dues.*

Members meeting these requirements should contact the Registrar requesting an application form from the Society specifying which waiver provision you wish to apply for. The member must complete and return the waiver application promptly to the Registrar at the Society's Office. Payment of reduced dues, if applicable, must accompany all applications.

Contact:

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The Last Word

Congratulations: Dale Brown on the receiving the 2016 R.W. Hay Award.

Reminders: Professional Education Affidavit for 2016 are due July 15, 2017.

Published by the Society of Local Govt. Managers of Alberta
P.O. Box 308, Bruderheim, AB T0B 0S0