

DEFINITION OF PRACTICE FOR MUNICIPAL MANAGEMENT

(Core Leadership and Management Competencies)

THE ESSENTIAL PRACTICES OF EFFECTIVE MUNICIPAL MANAGEMENT

Figure A

COMPETENCY	SKILLS + KNOWLEDGE
1 STAFF PERFORMANCE MANAGEMENT	Measuring Effectiveness of Service Delivery, Functional and Operational Knowledge of Key Municipal Services, Operational Planning, Delivery of Services to Customers, Quality of Results, Technology Integration, Collaboration
2 POLICY FORMULATION	Engaging Others to Identify Issues and Outcomes, Proactive Policy Development, Contributing to Council Effectiveness, Political Acuity
3 SERVICE DELIVERY	Measuring Effectiveness of Service Delivery, Functional and Operational Knowledge of Key Municipal Services, Operational Planning, Delivery of Services to Customers, Quality of Results, Technology Integration, Collaboration
4 STRATEGIC MANAGEMENT LEADERSHIP	Initiative, Vision, Creativity and Innovation, Managing Change, Working with Council to Identify Achieve Objectives, Contingency Planning
5 GOVERNMENT RELATIONS & CITIZEN ENGAGEMENT	Encourage Effective Citizen Engagement & Consultation, Intergovernmental Relations
6 ORGANIZATIONAL PLANNING & MANAGEMENT	System Wide Thinking, Organizational Structures, Human Resource Management, Mediation / Negotiation, Problem Solving and Decision Making, Private Sector Partnerships
7 FINANCIAL MANAGEMENT	Budgeting, Financial Analysis, Financial Reporting, Internal Control, Procurement, Risk Management
8 COMMUNICATION	Advocacy, Style and Language, Report Writing, Presentation Skills, Media Relations, Public Relations, Interpersonal Skills, Understanding Social Media, Information Technology Tools
9 INTEGRITY	Personal, Professional, Organizational
10 SELF MANAGEMENT	Seeking Feedback, Assessing Own Performance, Delegating Effectively, Utilizing Self Management Tools, Commitment to Life-Long Learning, Keeping Abreast of New Policy and Best Practices, Modeling Behaviour, Emotional Intelligence

DEFINITION OF PRACTICE FOR MUNICIPAL MANAGEMENT

(Core Leadership and Management Competencies)

This definition of practice outlines the core knowledge, skills and behaviours that are integral to successful management in the municipal environment.

The local government environment is constantly evolving, and consequently, the relevant knowledge, skills and competencies required by municipal managers must be fluid, to adapt as the needs of the profession change.



CORE KNOWLEDGE REQUIREMENTS

The Competencies listed in 'Figure A' constitute the core practices that local government managers should display in order to be successful. Additionally, municipal managers should possess a broad understanding and knowledge of relevant political, economic, legal, infrastructure and social issues in the Province, as well as the specific community and region within which the municipal corporation is situated. This background knowledge is necessary in order to understand and apply knowledge of the areas of practice outlined above.

1 STAFF PERFORMANCE MANAGEMENT

Promoting the development and performance of staff and employees throughout the organization as well as oneself. This requires knowledge of interpersonal relations; skills in motivation techniques; ability to identify others' strengths and weaknesses. Practices that contribute to this core competency area are:

COACHING/MENTORING:

- Providing clear direction, support and feedback
- Developing and managing a clear and simple corporate performance framework
- Knowledge of feedback techniques
- Ability to assess performance and identify others' developmental needs

PERFORMANCE MANAGEMENT:

- Setting clear, challenging and realistic objectives
- Ensuring staff have a clear understanding of performance standards and related behaviours
- Monitoring and providing clear feedback on individual performance
- Dealing with poor performance effectively

CONFLICT MANAGEMENT

- Identifying steps to resolve negative conflicts sensibly, fairly, and efficiently
- Using various techniques to assess the root causes of negative interpersonal conflict and identify appropriate resolution steps
- Minimize the negative outcomes of interpersonal conflict and promote the positive outcomes of conflict to improve learning and effectiveness

TEAM LEADERSHIP

- Ability to direct and coordinate group efforts
- Knowledge of team dynamics
- Skill in leadership techniques
- Ability to lead as well as participate in cross-functional teams
- Ability to identify skill areas of team members and assign work accordingly

EMPOWERMENT:

- Creating a work environment that encourages responsibility and decision making
- Skill in delegation
- Willingness to remove barriers to creativity and innovation

MOTIVATING

- Effectively mobilizing and energizing others to achieve organizational goals

RESPECTING DIVERSITY

- Understanding and valuing the differences among individuals
- Fostering an inclusive environment throughout the organization





2 POLICY FORMULATION

Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives. This requires knowledge of group dynamics and political behaviour; skill in communication, facilitation, and consensus – building techniques; and ability to engage others in identifying issues and outcomes. Practices that contribute to this core competency area are:

ENGAGING OTHERS TO IDENTIFY ISSUES AND OUTCOMES:

- Building cooperation and consensus among and within diverse groups
- Helping to identify common goals and act effectively to achieve them
- Recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions
- Knowledge of community stakeholders and their interrelationships

PROACTIVE POLICY DEVELOPMENT:

- Scanning the local environment and identifying issues and areas which need to be addressed by policy

- Providing administrative advice to municipal council on issues, alternatives and recommendations regarding policy implementation

CONTRIBUTING TO COUNCIL EFFECTIVENESS:

- Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community
- Knowledge of role/authority relationships between elected and appointed officials
- Political acuity to assess and determine the will of the elected leadership
- Ability to communicate sound, candid and impartial information and expert advice



3 SERVICE DELIVERY

Ensuring that local government services are provided to customers effectively, efficiently, and responsively. This requires knowledge of service areas and delivery options; and skill in assessing community needs, allocating resources, and predicting the impact of service delivery decisions; ability to set performance standards and objectives and measure results. Practices that contribute to this core competency area are:

MEASURING EFFECTIVENESS:

- Identifying KPIs and using appropriate measurement tools to gather information on the effectiveness of service delivery
- Analyzing data to evaluate services and make adjustments as necessary to improve

GENERAL OPERATIONAL KNOWLEDGE OF KEY MUNICIPAL SERVICES:

- Understanding the basic principles of service delivery in a range of municipal functional areas
- Ability to identify synergies, efficiencies, cost savings and innovations across service areas

OPERATIONAL PLANNING:

- Anticipating future needs
- Organizing work operations and resources
- Establishing timetables for work units or projects
- Knowledge of technological advances and changing standards
- Ability to identify and understand trends
- Skill in predicting the impact of service delivery decisions
- Ability to identify potential challenges and design contingency plans to mitigate or avoid problems





DELIVERY OF SERVICES TO CUSTOMERS:

- Determining customer needs and providing responsive, equitable services to the community
- Proficiency in assessing community needs and allocating resources
- Knowledge of information gathering techniques
- Commitment to communicating results to customers and allowing for a feedback loop to gather input on their level of satisfaction and usage
- Ability to analyze customer feedback for future refinements and improvement

QUALITY OF RESULTS:

- Maintaining a consistently high level of quality in staff work operational procedures, and service delivery
- Knowledge of organizational processes
- Ability to facilitate organizational improvements
- Skill at identifying and setting performance/productivity standards and objectives
- Ability to measure results

TECHNOLOGY INTEGRATION:

- Demonstrated understanding of uses of technology and ability to incorporate appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access
- Knowledge of technological options and their application

COLLABORATION:

- Ability to establish good relationships with relevant stakeholders i.e. staff, elected officials, government, unions and external agencies
- Ability to share information and knowledge across departmental, political and organizational boundaries to achieve corporate objectives
- Skill at establishing common goals for working together
- Communicating with key stakeholders in advance to get buy in, in advance of formal discussions
- Keeping relevant parties informed of progress and issues



Implementing a leadership style that encourages the organization and the community toward visioning and goal setting, creative problem solving, priority setting, embracing change and progressive action. This requires a dynamic leadership style; skill in visioning, shifting perspectives, and identifying options; and ability to create an environment that encourages initiative and innovation. Practices that contribute to this core competency area are:

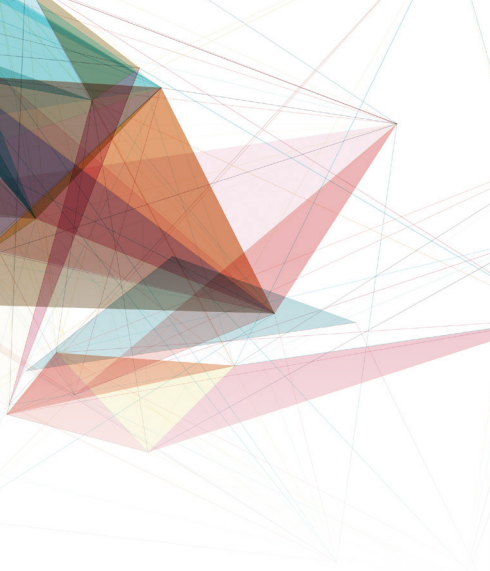
INITIATIVE

- Demonstrating a personal orientation toward action and accepting responsibility for the results
- Being amenable to challenging the status quo and removing barriers which impede progress toward desired goals
- Work proactively to achieve organizational goals rather than waiting for others to lead

VISION:

- Creating a compelling vision for the organization
- Conceptualizing an ideal future state consistent with long-term community needs
- Providing opportunities for stakeholders to contribute to and support the development of the vision
- Clearly link the vision to outcomes for citizens and other key stakeholders
- Providing a clear direction for the department/ service/ based on the vision/strategy
- Communicating clearly what the vision is and what the strategy will achieve for the organization and the community





CREATIVITY AND INNOVATION:

- Developing new ideas or practices
- Applying existing ideas and practices to new situations
- Fostering a culture conducive to creativity
- Allowing for mistakes and learning from them

MANAGING CHANGE:

- Understanding change management theory and ability to lead a change process
- Minimizing the barriers to change
- Ability to scan the environment and identify the need for change
- Anticipating and actively managing the emotional resistance to change
- Involving others in planning to ensure buy-in

- Developing the business case for change
- Promoting the benefit of change
- Encouraging others to take ownership of change in their area
- Managing the change implementation and adapting as required

WORKING WITH COUNCIL TO ACHIEVE OBJECTIVES:

- Providing expert advice to council and working collaboratively to formulate and identify priorities and goals
- Political Acuity to assess Council agenda and understand political context

CONTINGENCY PLANNING:

- Working proactively to identify potential problems
- Developing contingency plans to prevent or mitigate potential problems



Demonstrating a commitment to democratic principles by engaging community interest groups in the decision making process; educating citizens about policy and initiatives; and acquiring knowledge of the social, economic, and political history of the community. This requires knowledge of democratic principles, political processes, skill in competency dynamics, negotiation, communication, and facilitation; and ability to appreciate and work with diverse individuals and groups to determine the community's needs. Practices that contribute to this core competency area are:

EFFECTIVE CITIZEN ENGAGEMENT & CONSULTATION:

- Actively engaging citizens and key community stakeholder groups in decision making
- Gathering input to understand community needs and improve service delivery
- Willingness to encourage engagement through a range of dynamic consultation practices, including: face- to-face meetings, social media, information technology, website, surveys, etc.
- Providing information and updates to Citizens re: issues as well as the progress of initiatives

INTERGOVERNMENTAL RELATIONS:

- Fostering positive relationships with other municipalities, local boards, agencies and other levels of government at the administrative level to identify and address legislative issues and improvements, and ensure effective service delivery





6 ORGANIZATIONAL PLANNING AND MANAGEMENT

Providing for short-term and long-term acquisition, allocation, and analysis of human resources, strategic planning, and mediation/negotiation. Practices that contribute to this core competency area are:

SYSTEM WIDE THINKING:

- Ability to apply the concepts of systems thinking to local government management and to the solution of issues and problems

KNOWLEDGE OF ORGANIZATIONAL STRUCTURES:

- Understanding and knowledge of organizational structures and their use to effectively promote good local government management

HUMAN RESOURCE MANAGEMENT:

- Ensuring that the policies and procedures for employees hiring, promotion, performance appraisal, and discipline are equitable, legal, and current
- Ensuring that human resources are adequate to accomplish programmatic objectives
- Knowledge of personnel practices and employee relations law; ability to project workforce needs

MEDIATION/NEGOTIATION:

- Acting as a neutral party in the resolution of policy disputes
- Knowledge of mediation/negotiation principles
- Skill in mediation/negotiation techniques

PROBLEM SOLVING AND DECISION MAKING:

- Gathering and analyzing relevant information and evidence from a range of sources
- Considering long and short-term implications of decisions
- Ability to accurately assess and manage corporate risk
- Showing a good understanding of corporate governance issues and the political environment in making decisions
- Ability to strike an effective balance between the speed of decision making and the need for consultation
- Focusing on the cause not the symptoms
- Providing a range of options

MANAGING CONSULTANTS AND PRIVATE SECTOR PARTNERSHIPS:

- Developing and administering equitable and transparent policies and procedures for negotiating and managing procurement and partnership agreements
- Ensuring policies and procedures are strong and enforceable
- Demonstrating strong negotiation skills



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FINANCIAL MANAGEMENT:

Demonstrating a sound grasp of the fundamentals of budget preparation and management, with consideration to long-term and short-term needs, as well as implementing and monitoring financial policies and procedures related to assets and services within your area of responsibility. Practices that contribute to this core competency area are:

BUDGETING:

- Preparing, administering and monitoring a budget
- Knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems
- Skill in communicating financial information

FINANCIAL ANALYSIS AND REPORTING:

- Interpreting financial information to assess the short-term and long-term fiscal conditions, determine the cost-effectiveness of programs and services, and compare alternative strategies
- Preparing financial reports to ensure accountability and transparency and to assist with long term and strategic planning.
- Providing financial information to help develop reports to taxpayers on the municipal services provided with the resources at the municipality's disposal.

INTERNAL CONTROL

- Implement processes and policies to ensure that funds are administered and expended in compliance with applicable statutes and regulations, and are used for the purposes for which they were authorized and intended
- Ensure policies and procedures are documented and accessible, and control efforts are transparent.
- Monitoring activities and transactions to assess the quality and performance over time to ensure controls are effective

PROCUREMENT

- Ensure adherence to guidelines and policies to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service.
- Ensure that purchasing and procurement is conducted in an open and transparent manner
- Administer purchasing policies such that they promote and maintain the integrity of the purchasing process, and protect Council, vendors and staff involved in the process by providing clear direction and accountability

RISK MANAGEMENT

- Implement processes and policies to prevent harm or injury to municipal corporate assets from third parties
- Ensure risk mitigation policies and procedures are documented and accessible.
- Monitoring activities and processes to assess the effectiveness of risk mitigation policies





Facilitating the flow of ideas, information, and understanding between and among individuals; and advocating effectively in the community interest. This requires knowledge of interpersonal and competency communication principles; skill in listening, speaking and writing; and ability to persuade without diminishing the views of others. Practices that contribute to this core competency area are:

ADVOCACY:

- Communicating personal support for policies, programs, or ideals that serve the best interests of the community
- Effectively promoting the interests of council to external audiences

STYLE AND LANGUAGE:

- Using language and a style of communication that is professional and appropriate to the Council context and the political environment
- Ability to adapt communication style in response to others and situational needs

REPORT WRITING:

- Ability to prepare concise yet detailed reports that are professional, well researched, logically structured and suited to the needs of the audience

PRESENTATION SKILLS:

- Ability to confidently, clearly and succinctly convey information
- Ability to use persuasion skills to convince others through a well structured argument
- Knowledgeable of presentation techniques and options
- Ability to match presentation to audience

MEDIA RELATIONS:

- Communicating information to the media in a way that increases public understanding of local government issues and activities and building a positive relationship with the process
- Knowledge of media operation and objectives

INTERPERSONAL SKILLS:

- Ability to exchange verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives
- Ability to receive verbal and nonverbal cues
- Skill in selecting the most effective communication method for each interaction

PUBLIC RELATIONS:

- Ensuring a two way dynamic line of communication between citizens and municipal government administration to ensure timely sharing of information
- Ability to gather and assess feedback to ensure understanding of programs and issues

SOCIAL MEDIA AND INFORMATION TECHNOLOGY:

- Utilizing an array of social media and information technology tools to enhance and support the overarching communication strategy and ensuring stakeholders are being engaged and informed
- Developing and managing appropriate policies to govern usage





9 INTEGRITY

Demonstrating fairness, honesty, ethical and legal awareness in personal and professional relationships and activities. This requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations. Practices that contribute to this core competency area are:

PERSONAL INTEGRITY:

- Demonstrating accountability for personal actions
- Conducting personal relationships and activities fairly and honestly

PROFESSIONAL INTEGRITY:

- Conducting professional relationships and activities fairly, ethically, honestly, and in compliance with the law

ORGANIZATIONAL INTEGRITY:

- Fostering a culture of ethical behaviour throughout the organization through personal example, management practices, and training
- Knowledge of administrative ethics, ability to instill accountability into operations, and ability to communicate ethical standards and guidelines to others



10 SELF MANAGEMENT

Demonstrating the ability to review his/her own performance against objectives. Looking for opportunities to learn and develop in order to deliver and add value to his/her own role. Practices that contribute to this core competency area are:

SEEKING FEEDBACK:

- Actively encouraging and integrating feedback from a range of stakeholders
- Consulting with and making use of advice from experts to enhance effectiveness

ASSESSING OWN PERFORMANCE:

- Setting clear and challenging performance standards
- Understanding and optimizing his/her personal strengths
- Adapting own behaviour to improve personal performance

DELEGATING EFFECTIVELY:

- Empowering staff and delegating work effectively to ensure focus on strategic rather than operational issues as appropriate

UTILIZING SELF MANAGEMENT TOOLS:

- Using appropriate tools and techniques to plan work, monitor progress and manage time

COMMITMENT TO LIFE-LONG LEARNING:

- Keeping abreast of new policy, legislation and best practices related to organizational improvement and service delivery
- Seeking opportunities to expand knowledge and develop new skills and techniques

MODELING BEHAVIOUR:

- Modeling behaviours and work practices expected from others

EMOTIONAL INTELLIGENCE

- Ability to monitor one's own and other people's emotions, and to discriminate between different emotions and label them appropriately
- Using emotional information to guide thinking and behavior

