



Executive Diploma in Municipal Management Curriculum and Module Descriptions

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Program Overview

The Executive Diploma in Municipal Management (EDMM) is a comprehensive career development diploma program designed for municipal managers. The program helps you acquire the core knowledge, skills, and competencies required to be a successful manager in the Ontario municipal context.

The program comprises 16 modules delivered across two terms and two graded assessments: an oral presentation and a research report. The presentation and research report help you develop an evaluative and analytical frame of mind to integrate and apply knowledge gained from the modules.

Learning Outcomes

The EDMM curriculum is designed to align with AMCTO's Competency Framework for Municipal Management. By the end of the program, you will be able to:

- Understand the core principles, techniques, and practices related to the management of organizations, people, and finances within the local government context
- Use key management concepts and frameworks to address organizational, resource, and policy challenges in the municipal context
- Evaluate solutions and processes that are being applied to complex problems in municipal management
- Analyze political and institutional contexts in Ontario as they relate to the needs and challenges of managing municipalities
- Demonstrate creative, analytical, interpretive, and critical thinking skills on administrative issues, opportunities, and challenges related to local government
- Prepare a professional research report that addresses current problems and emerging opportunities in local government

Module Descriptions

Public Sector Trends

This module introduces a selection of current institutional, structural, and organizational issues and trends related to managing performance, managing people, and managing resources in local government. It provides an overview of the core paradigms that have shaped public administration, starting from the traditional bureaucratic model through the new public management (NPM) of the 1980s and 1990s, and on to the new public governance (NPG) of the current era. You will learn about the overarching public service structures, processes, and values underlying the management of local government, and reflect on the role of the manager in contemporary local government.

Strategic Planning for Municipalities

This module provides a framework to support the development of a strategic plan for municipal government. Key questions to shape your strategic planning process, as well as planning tools, will be shared and demonstrated to help you develop a strategic plan or strategy document in your workplace. You will reflect on the importance of the engagement and inclusion of residents and partner organizations in order to focus the organization on the most relevant and pressing priorities.

Organizational Behaviour and Leadership

This topic focuses on equipping municipal managers with the critical skillsets to meet future challenges that are inherent in delivering outstanding services in increasingly complex and fast-changing environments. You will examine the theory and practice behind organizational behaviour and management leadership. The intent is to give you a broad conceptual understanding, but more importantly, to help you apply those concepts to your workplace.

Corporate Performance Measurement and Service Delivery Improvement

An effective way to achieve continuous organizational improvement is through performance management and the use of performance measures and benchmarks. This module discusses the different types of performance measures and the methodological challenges that can arise. In addition, there will be discussion of the throughput value chain of programs-services-processes, and the different approaches in measuring performance for each. Much of the focus will centre on outcome-based approaches, which de-emphasizes input/outputs as a measure of organizational success.

Organizational Financial Management, Integrity, and Governance

All managers have control over the use of resources and are therefore financial managers in their own right. This module addresses the principles and tools of financial management, integrity, and controllership within the municipal government environment. You will acquire the fundamentals of accounting, financial reporting, budget preparation and management, with consideration of long-term and short-term needs; learn about implementing and monitoring

financial policies and procedures related to assets and services within your area of responsibility; and examine values and ethical behaviours related to integrity in financial reporting.

Human Resources Law and Labour Relations

This module provides an overview of the legal framework of human resource management and labour relations. It will equip you with knowledge of the policies and procedures for hiring, promotion, and performance appraisal. You will also understand the equity and legal considerations in handling employee discipline. Upon completion of this module, you will improve your ability to integrate human resource policies and programs with provincial legislation to manage municipal staff.

Intergovernmental Relations for Municipal Managers

This module will help you foster positive relationships with other municipalities, local boards, agencies, and other tiers of government at the administrative level. You will understand changes in municipal-provincial-federal relations over the past 10 years, and learn to identify key legislative issues and their impacts on service delivery. The emphasis will be on case studies based on years of various experiences, explaining and illustrating the legal and policy landscape of intergovernmental relations.

Staff-Council Relations

Relations and interactions between the executive and the legislative branches of municipal government form the most important link to the smooth running of municipal government. This module provides you with a set of critical skills to proactively engage with, or respond to, council on policy initiatives; problem-solve with councillors; and make presentation to council. The module will also teach principles and techniques in the use of language and style of communication that is professional and appropriate to the council context and the political environment. You will gain an understanding of the broader nuances of staff-council relations to help you better manage potential crises and conflicts.

Public Consultations and Citizen Engagement

This module addresses democratic principles and methods for engaging community interest groups in the decision-making process of municipalities. You will learn about the frameworks, criteria, and indicators to evaluate citizen engagement, ensure diversity issues are addressed, and create meaningful active engagement environments. The module will also provide you with tools to educate citizens about policies and initiatives, and foster dialogue between citizens and government to create a climate of social trust and connectedness.

Policy Formulation, Implementation, and Evaluation

This module examines policy formulation, implementation, and evaluation in a municipal government setting. It reviews the process of policy formulation to equip managers to help elected officials and other community actors identify, work toward, and achieve common goals and objectives. Topics include group dynamics and political behaviours; facilitation and

consensus-building techniques; and engaging others in identifying issues and outcomes. Sample policies are discussed and analyzed.

Succession Planning and Personnel Change Management

Municipalities across the province are facing potential workforce shortages for years to come. This module covers key principles and action plans to help you initiate succession planning within the broader context of personnel change management in your department or municipality. It provides a deeper understanding of the challenges and opportunities of succession planning and personnel change management for the current workforce at a time of rapidly shifting generational demographics.

Staff Performance Management

This module will help you understand the basic concepts and tools of results-oriented staff performance management. The discussion focuses on how to promote 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, and the ability to identify other people's strengths and weaknesses. You will also establish the link between staff performance management and key principles of human resource management such as policies and procedures for hiring, promotion, performance appraisal, and discipline.

Building Business Cases

This module helps you prepare effective business cases so that the proposed initiatives will be favourably received. The formal structure for a well-documented business case is described, with special attention to components on the proposed plan, feasibility analysis, milestones and deliverables, and immediate and longer-term financial impacts. The module provides practical examples of business cases that contain mechanisms for implementing and monitoring financial policies and procedures related to advancing services and assets associated with the business initiative.

Project and Portfolio Management

While both project and portfolio management deal with the discipline of organizing and managing resources to reach identifiable goals, there can be, and at times should be, a significant divergence in approach. This module will focus on the key principles and elements for successful project and portfolio management, starting with the differences between the two. Careful attention will be given to the core principles of project and portfolio management such as good planning, clarity, and planning with stated desires and outcomes at the start.

Public Communications and Media Relations

This module provides strategies, tips, and techniques to help you better manage the demands of conventional and social media. It equips you to communicate information to the media in a way that increases public understanding of local government issues and activities, and builds positive relationships. The module also helps you use social media and information technology tools to support an overarching communication strategy and ensure that stakeholders are being

engaged and informed. You will learn what you can do individually, and organizationally, to strategically leverage the power of the media, promote success stories, and address issues in a responsible and professional manner.

Communication and Listening Skills for Municipal Managers

In this module, you will learn to facilitate the flow of ideas, information, and understanding between individuals. It helps you understand interpersonal communication principles and develop practical skills in listening, speaking, and writing, as well as persuading without diminishing the views of others. You will learn how to advocate effectively in the community interest, and convey relevant information with confidence, clarity, and precision. You will also examine both personal and organizational elements of effective communication.