

DEFINITION OF PRACTICE FOR CERTIFIED LOCAL GOVERNMENT MANAGERS (core knowledge and core skills)

Rational for developing this definition:

This definition is set out to formally recognize the knowledge and skills that are essential to the profession of Certified Local Government Managers. It assists in developing instructional material for basic knowledge and ongoing professional development. It assists those that are considering joining the profession gain a better understanding of the knowledge and skill sets necessary to be successful in the profession.

Identification of knowledge, skills and abilities must be dynamic, changing as the need of the profession changes.

Figure A	
The Essential Practices of Effective Local Government Management	
The Groups are of approximately equal importance. Order of listing does not denote an order of importance.	
Group 1 <i>Management for Staff Effectiveness</i>	Coaching/Mentoring, Team Leadership, Empowerment, Leading by Example, Motivating
Group 2 <i>Policy Formulation</i>	Ability to engage others in identifying issues and outcomes, Pro-active Policy Development, Contribute to Council Effectiveness
Group 3 <i>Service Delivery</i>	Measure Effectiveness of Service Delivery, Functional and Operational Knowledge of Key Municipal Services, Operational Planning, Delivery of Services to Customers, Quality of Results, Technology Integration
Group 4 <i>Strategic Management Leadership</i>	Initiative, Vision, Creativity and Innovation, Bias for Action, Facilitate Change
Group 5 <i>Democratic Responsiveness</i>	Encourage Local Democracy and Citizen Participation, Recognize that Diversity Contributes to Good Decision Making, Working with Council to Achieve their Objectives, Intergovernmental Relations
Group 6 <i>Organizational Planning and Management</i>	Budget, Financial Analysis, System-wide Thinking, Organizational Structures, Human Resource Management, Mediation and Negotiation
Group 7 <i>Communication</i>	Advocacy, Presentation Skills, Media Relations, Interpersonal Skills
Group 8 <i>Integrity</i>	Personal, Professional, Organizational

Core Knowledge Requirements:

The groups listed in Figure A constitute the core practices that members are expected to possess. In addition, members must possess a broad understanding of the economic, legal, infrastructure and social issues related to the municipal environment in which the professional local government manager functions. This background knowledge is necessary in order to understand and apply knowledge of the areas of practice outlined above.

Closing Statement:

Implicit in the characteristics listed is the obligation of members of the profession to engage in life-long learning and to keep abreast of developments in the areas in which they provide service to others.

27 March 2002

Practice for Effective Local Government Management

1. Management for Staff Effectiveness: Promoting the development and performance of staff and employees throughout the organization. This requires knowledge of interpersonal relations; skills in motivation techniques; ability to identify others' strengths and weaknesses. Practices that contribute to this core content are:

- **Coaching/Mentoring:** Providing direction, support, and feedback to enable others to meet their full potential. This requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs.
- **Team Leadership:** Facilitating teamwork requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques.
- **Empowerment:** Creating a work environment that encourages responsibility and decision making at all organizational levels. This requires skill in sharing authority and removing barriers to creativity.
- **Leading by Example:** Modeling behaviours and work practices expected from others.
- **Motivating:** Effectively mobilizing and energizing others to achieve organizational goals.

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; ability to engage others in identifying issues and outcomes. Practices that contribute to this core content are:

- **Ability to Engage Others in Identifying issues and Outcomes:** Building cooperation and consensus among and within diverse groups, helping them 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. This requires knowledge of community stakeholders and their interrelationships.
- **Proactive Policy Development:** Scanning the local environment and identifying issues and areas that need to be addressed by policy. Providing administrative advice to the 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. Requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations.

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; 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 content are:

- **Measure Effectiveness of Service Delivery:** Identifying and using appropriate measures that provide feedback on the effectiveness of service delivery. Using this feedback to evaluate the effectiveness and make adjustments to improve.
- **Functional and Operational Knowledge of Key Municipal Services:** Understanding the basic principles of service delivery in functional areas –e.g., public safety, community and economic development, human and social services, administrative services, public works. This requires knowledge of service areas and delivery options.
- **Operational Planning:** Anticipating future needs, organizing work operations, and establishing timetables for work units or projects. This requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions.
- **Delivery of Services to Customers:** Determining customer needs and providing responsive, equitable services to the community. This requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques.
- **Quality of Results:** Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery. This requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/productivity standards and objectives and measure results.
- **Technology Integration** Demonstrating an understanding of uses of technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. This requires knowledge of technological options and their application.

4. Strategic Management Leadership: Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action. This requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation. Practices that contribute to this core content area are:

- **Initiative:** Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives

- **Vision:** Conceptualizing and ideal future state and communicating it to the organization and the community
- **Creativity and Innovation:** Developing new ideas or practices; applying existing ideas and practices to new situations
- **Bias for Action:** Achieving the goals of the organization rather than waiting for others to lead.
- **Facilitate Change:** Understanding the theory of change, having the competency to lead a change process, minimizing the barriers to change.

5. Democratic Responsiveness: Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community. This requires knowledge of democratic principles, political processes, and local government law skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups to follow the community's lead in the democratic process)

Practices that contribute to this core content area are:

- **Encourage Local Democracy:** Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system. This requires knowledge and skill in intergovernmental relations.
- **Citizen Participation:** Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance.
- **Recognize that Diversity Contributes to Good Decision Making:** Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community.
- **Working with Council to Achieve their Objectives:** Working with a diverse group of individuals that comprise the council. Helping the council identify and work toward achieving identified goals and objectives.
- **Intergovernmental Relations:** Fostering positive relationships with other municipalities and other local and provincial government agencies at the administrative level.

6. Organizational Planning and Management: Providing for short-term and long-term acquisition, allocation, and analysis of financial and human resources. This requires knowledge and skill in budgeting, financial analysis, human resources management, strategic planning, and mediation/negotiation. Practices that contribute to this core content area are:

- **Budgeting:** Preparing and administering the budget. This requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information.
- **Financial Analysis:** Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost – effectiveness of programs, and compare alternative strategies. This requires knowledge of analytical techniques and skill in applying them.
- **System Wide Thinking:** Applying the concepts of systems thinking to the practice of local government management and to the solution of issues and problems.
- **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. This requires 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. This requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques.

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

- **Advocacy:** Communicating personal support for policies, programs, or ideals that serve the best interests of the community.
- **Presentation Skills:** Conveying ideas or information effectively to others. This requires knowledge 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 builds a positive relationship with the process. This requires knowledge of media operations and objectives.
- **Interpersonal Skills:** Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and

community objectives. This requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange.

8. 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 content 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, honestly, legally and in conformance with the SLGM Code of Ethics. This requires knowledge of administrative ethics and specifically the SLGM Code of Ethics.
- **Organizational Integrity:** Fostering ethical behaviour throughout the organization through personal example, management practices, and training. This requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others.

March 27, 2002