

Municipal Administration Leadership Workshop – Mountain Refresher Course

Kananaskis Village – May 14-17, 2019

The Society of Local Government Managers will be hosting the Municipal Administration Leadership Workshop from May 14 - 17, 2019.

An informative, educational opportunity awaits you in a beautiful mountain setting. In addition to a Pre Session 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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Undercover Boss

No matter how much we believe in and promote a participative workplace culture, it is the manager who is still in charge and ultimately responsible. But how can managers say that they are ultimately responsible and hold staff accountable, if they do not know what is actually going on in the organization? The larger the organization, the harder this becomes, but it is still possible.

You can't find out, however, by sitting behind a desk and staring at the latest corporate performance data on a computer screen. As we have stated earlier, "Effective managers spend a great deal of their time out of their offices and practice MBWA or Management by Walking Around. There is no better way of keeping your finger on the pulse of the organization than by roaming around, talking to people, and observing what goes on." Yes the performance data is important, but far more important is the actual human performance that drives this data. Do you know how your staff are actually performing? Do you know how good the service is that they provide? Do you know whether or not they actually like working for the organization and show the resultant initiative, productivity, and service? Do you know the most important question - how does the customer feel about your goods and services and how are they treated? Most of these questions are, of course, highly interrelated and interdependent. Most managers, however, do not have the answers and the corporate data does not always reflect the truth or predict future issues.

Utility companies, for example, do not have much competition in many cases, so volume of sales and market share may not reflect the typically arrogant attitude towards customers and the generally poor customer service that pervades so many of these organizations. Do you know how the customer is received when they call your company for information or service? Can they even get a human to respond? And if so, after how many minutes on hold and after how many different choices have to be entered for service, none of which really address your specific issue?

Can you actually understand the customer representative that is all too often located in another country and does not understand you or your concern? We noted at a recent trade show that the Alberta Government had a booth showcasing their "Utilities Consumer Advocate" program. I had just finished trying to get a utility account established for a newly purchased property. This had to be done through a call centre in another country who did not understand my needs and I also could not understand a lot of what they

were saying. I vented all my frustrations to the staff representing this fairly recent Consumer Advocacy program. Sad to say, they were already quite well aware of these issues.

Do you know how easy or difficult it is to return a defective product to your company? Are you aware of the quality of your product or service? Do you even personally use them? Do you know firsthand how and under what conditions the product is made or is it made overseas in a plant that you have never visited? Do you know what impediments there are to productivity, quality, and service?

You have the responsibility as a manager, let alone as the CEO, to know how your company is performing and you cannot do that by sitting in front of the computer and analyzing various statistics.

The answers to many of the above questions reflect the basis on which your customers view your products, your service, and your overall organization. They do not rate you on the basis of your corporate statistics or even your market performance. But it is the actions of staff and those of your customers that can dramatically change those statistics as well as market performance. It is critical, therefore, that you know how your staff are performing, whether or not they have the appropriate incentives, and what road blocks stand in the way of how your customers are treated.

It is not a question of trust, but rather common sense. The people that report to you may not even be aware of potential issues or, if they are, they may very well be reluctant to share them with you. You cannot totally rely on others to give you an accurate picture and you certainly cannot rely on anyone to give you what is even more important - a "feel" for the organization. Even in a fully participative workplace, that feel is critical, and you can only obtain that through first-hand experience. All too often, when we are called in to review the effectiveness and efficiency of an organization, we find that through our own first-hand experience we obtain a better feel for the organization than the Chief Executive Officer, and that the CEO is unaware of many issues that he or she is ultimately responsible for.

The manager must develop this first-hand knowledge and understanding of the organization. You can only do that by personally visiting all areas of the organization, by informally talking to staff at all levels, and by seeing for yourself what exactly takes place on an ongoing basis. You need to call your own organization and ask a variety of typical questions to see what response and service you get. You need to ghost shop if you are running a retail enterprise. You need to visit your own

website and see if the information or service that you require is available online. You need to call your own organization to see if you can actually contact someone in charge of a specific issue. It took me two years of continuing complaints regarding the delivery of my newspaper, and a letter to the Publisher, for me to finally receive a phone call from the delivery manager. I now have the manager's phone number and I do not have to deal with a call centre in another province. And, yes, you need to use your own products and services.

You have the responsibility as a manager, let alone as the CEO, to know how your company is performing and you cannot do that by sitting in front of the computer and analyzing various statistics. This applies to all managers regardless of whether it is the private sector, the public sector, or a not for profit organization. You will be a far more effective manager if you go see for yourself how things are running every now and then.

Productive Workplaces □

Winston Churchill: A true hero

"We shall defend our Island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds; we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender". Winston Churchill

It's often hard to find a hero, especially these days. But I think most people would know one if they saw one. Or heard one. The above quote was Winston Churchill at his finest; he was trying to inspire the British people as Prime Minister in 1940 against Hitler and the Third Reich which was terrorizing Europe during WW II. He is largely credited with boosting morale to such a degree that the British did indeed keep fighting and eventually won the War along with their allied partners.

It's hard to imagine a man like Churchill today who could inspire with words alone. Indeed, more than 300,000 people filed past his coffin in Hyde Park in 1965 to pay their respects and the queen, five other monarchs and 15 heads of state attended his funeral.

In his 90 years, he had spent 65 as a member of parliament, 31 as a minister and nearly nine as prime minister. He had fought in or was present at 15 battles, been awarded 14 campaign medals, published nearly 10 million words and painted over 500 canvasses (more than most professional writers or painters did in their lifetimes). Among his many awards and memberships: He was a Nobel Prizeman, a fellow of the Royal Society, a university chancellor, a recipient of several honorary degrees, a Royal Academician and many others. He was also a big game hunter and loved champagne. Churchill led a full life and was very successful, and we can all learn from his extraordinary life in the following four ways.

1. Always Aim high
2. There is no substitute for hard work.
3. Never allow mistakes, disaster, accidents, illnesses unpopularity
4. Don't waste time on the meanness of life: Recrimination, shifting the blame onto others, malice, revenge seeking, dirty tricks, spreading rumours, and so on.

Churchill would pick his battles, fight hard and then move on to the next contest. It is one major reason for his success. There is nothing more exhausting than hatred and malice is bad for the judgment.

So while it might be impossible to be as great as Churchill was, we would certainly all do well to emulate his philosophy of living. □

5 tips for fueling your imagination

- Seek inspiration: you can find it just about anywhere and everywhere; in your environment, in professional but also lifestyle magazines, the Internet, on the street. etc.
- Dare to be great: your biggest risk is not taking chances!
- Don't forget details; they make all the difference.
- Go far with a small budget. Focus attention by concentrating on a key aspect of your concept and on one portion of the room.
- Stimulate the senses: the Four Seasons theme is a fine example of this principle providing a wide variety of increasingly exciting options in terms of tastes. Sounds, smells, etc.

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

The right to use the title **CLGM** is protected by the Professional and Occupational Associations Registration Act.

You worked very hard to achieve this designation, so why not use it?

Changes in Your Career?

Waiver Policy

Membership Fee Waiver Policy

In case of ill health, misfortune or such other circumstances as the Board considers appropriate, the Board may extend the time for payment of, or waive in whole or in part and for any period of time the payment of, any fees, dues and levies, and any arrears thereof, otherwise payable or to become payable under these by-laws (*Section 5.4 (a) Society of Local Government Managers By-laws*)

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.

Over the number of years the Board has reduced fees members who have found themselves "in transition". In transition means: out of work and actively looking for work in local government management.

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

A retired certified member who has left the practice in the local government field and is eligible to be the recipient of the Local Authorities Pension Plan benefit or another pension benefit and elects to be pensionable will pay no dues.

A number of guidelines and procedures have been developed by the Board to assist active members in making application for a reduction of their membership fees while in transition

A member must make application to the Board requesting to be considered for "in transition" status stating they are not employed or working in practice of local government management and are actively looking for work in that field.

If the member becomes employed in the practice of local government management during the year the waiver was granted, the member will pay the balance of outstanding fees for that year.

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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These requests will be presented to the Board for ratification.

8 tips to help balance work and life

1. Create a regular midweek date night with your significant other.
2. Meet a friend at the gym. You're less likely to skip the workout if you know someone's waiting there for you.
3. Volunteer to help at a charity event or serve on a board.
4. Take a night class in something completely unrelated to your job. Try ceramics, French, or yoga.
5. Get home by six, eat dinner with your family, put the kids to bed and THEN tend to your E-mail.
6. Buy season tickets to the symphony or theatre. You would feel so guilty if you wasted the money that you're sure not to miss a performance.
7. Pick two nights a week to leave by 6 pm. Stay as late as you need to the other three nights. And try not to work on weekends.
8. Plan lots of weekend getaways and a variety of social and cultural activities.

Certified Local Government Manager

Society of Local Government Managers of Alberta

Registered under the Professional and Occupational Associations Registration Act the Society is a legislative regulated body that issues the professional designation "Certified Local Government Manager" (CLGM).

There are many professional associations out there who are registered under the Society's Act.

For more information go to: www.clgm.net

The Last WordCongratulations: Theresa Van Oort CLGM on the receiving the 2018 R.W. Hay Award.

Reminders: Professional Education Affidavit for 2018 are due July 15, 2019.

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