



**Manitoba
Municipal
Administrators**

Local Leaders, Thriving Communities

Finding and Keeping a Good CAO

2023 AMM Spring Conference

April 5, 2023

Presenter: Duane Nicol, MMA President



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this session's live polling app!

Where are all the CAOs?

CTV NEWS

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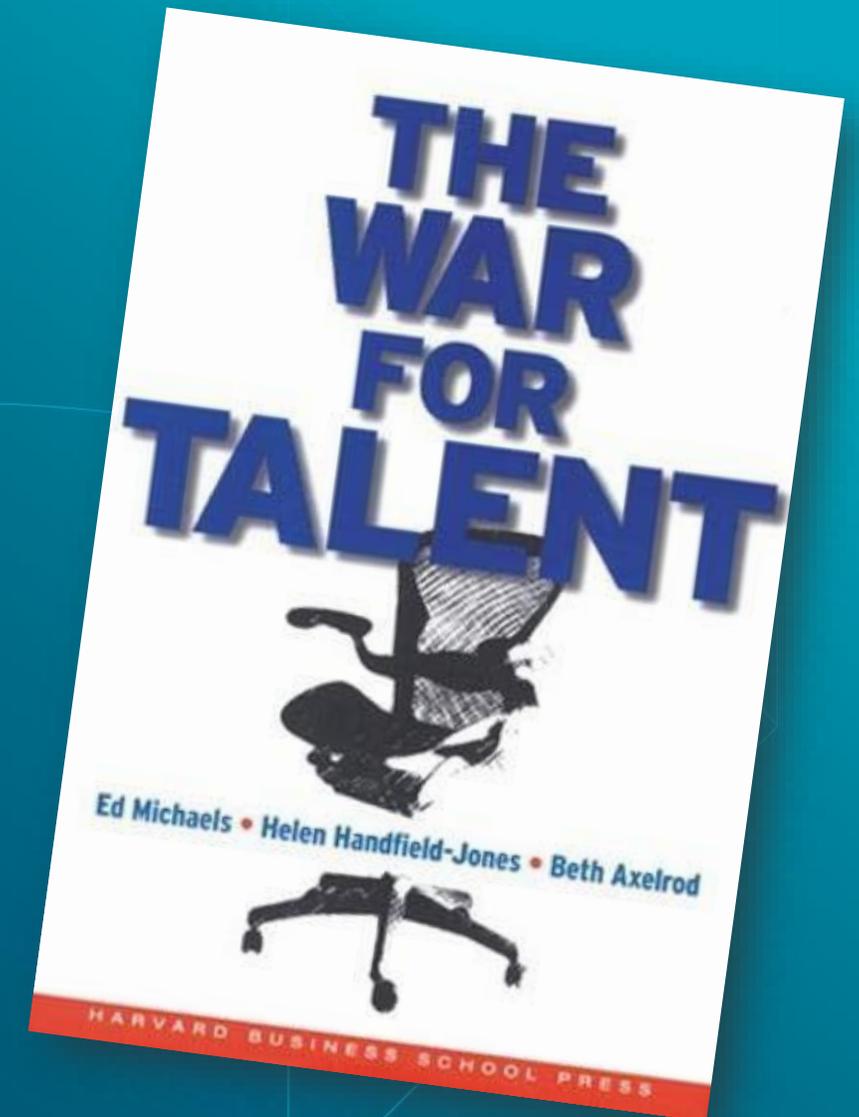
BUSINESS | News

'It is your new normal': Canada's aging workforce root of national labour shortage



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Mentimeter

Retention > Attraction

- Recruiters can cost 15-40% of the position salary (average 20-25%)
- Severance costs can be extremely expensive depending on the incumbent's years of service and proximity to retirement
- Loss of productivity – stall to projects and work underway
- Reduced office morale and compounding impacts like staff resignations
- Reputational risk to the municipality (citizens and potential candidates)

When in Doubt - Retain

- **Have a frank discussion around the council table:**
 - Why are we considering termination?
 - What are the specific issues?
 - What expectations aren't being met?
 - Have we clearly identified these to the incumbent and have we give them an opportunity to address them?
- **Talk with the CAO**
 - Share the concerns openly and in the spirit of seeking resolution
 - Give the CAO an opportunity to identify a plan to address issues and meet expectations
 - Ask the CAO about their needs and expectations – and expect to get uncomfortable feedback
- **Bring in outside help**
 - HR Consultant, executive coach, etc

5 Key Factors for Retention and Attraction

1. Compensation
2. Professional Development
3. Flexibility
4. Autonomy
5. Interesting Work

Compensation



Make sure the salary is market competitive



Offer competitive benefits and pension

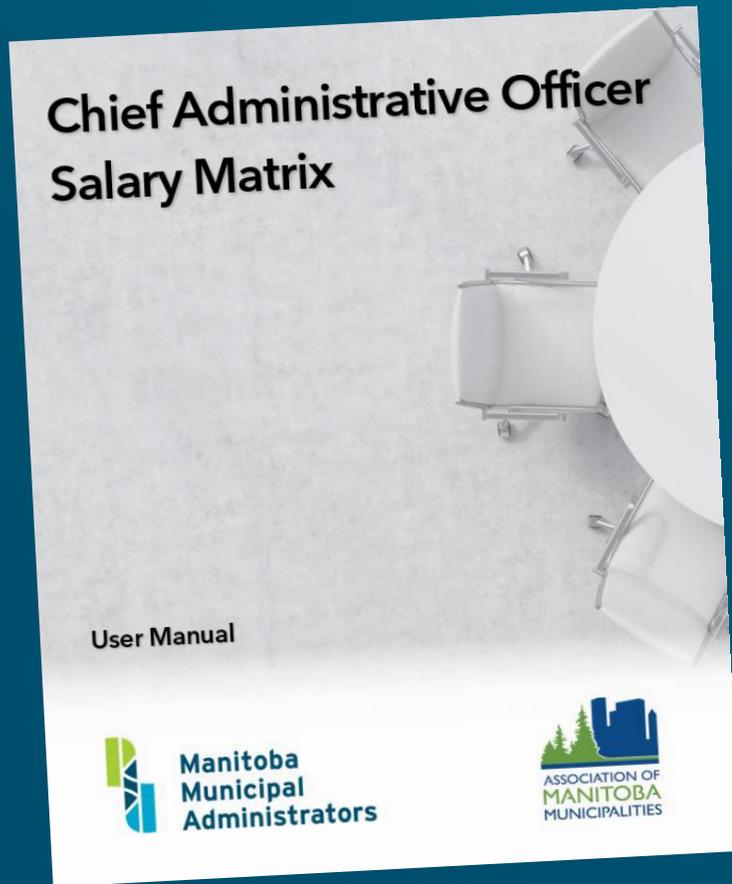


Contract vs standard employment



Mentimeter

CAO Salary Matrix



Manitoba Municipal Administrators		ENTRY
CAO Salary Calculator (non-binding)		
Name of Incumbent:		
Municipality:		
Review each category from 1 to 6 and determine the point allocation for each category.		
1) Education		Points ENTRY
1	High school (grade 12); GED (General Education Diploma)	2
2	College, technical/trade school or university certificate in business related program (example: 1 year program)	4
3	College, technical/trade school or university diploma in business related course (example: 2 year program)	8
4	Degree (3-4 year program) in finance or business;	12
5	Master's Degree	15
2a) Expertise - CMMA		Points ENTRY
1	Registered into CMMA Program with 1 or more courses completed.	3
2	Registered into CMMA Program with 50% or more of the program completed.	7
3	Completed CMMA Program	10
2b) Expertise - MMAA Member IGS		Points ENTRY
1	Current MMAA Member - In good standing (maintains minimum PD points, has not been censored by the association)	10
3) Experience		Points ENTRY
1	2 years or less	2
2	Between 2 & 5 years	5
3	Between 5 & 8 years	10
4	Between 8 & 10 years	15
5	Over 10 years	20

This subfactor measures the general knowledge and specialized or vocational training achieved by the incumbent or expected by the employer. The degree levels are normally expressed in terms of formal education or equivalent.

This subfactor measures the level of progress in the Certificate Program for the Manitoba Municipal Administrators, referred to CMMA. Under the Manitoba Municipal Administrators Association Act, section 10(2) gives the authority for the certification, course establishment and designation of "Certified Manitoba Municipal Administrator". The importance of the education has proven to be a significant influencer in salaries and weights are assigned according to the incumbent's progress in the program.

A member in good standing (IGS) includes meeting the minimum PD point and complies with all member requirements set by the MMAA. This continual learning and keeping up with developments in the field are part of a member's good standing and worthy of being included in the matrix.

This subfactor serves as a scale of measurement for the amount of practical experience of the incumbent to have or expected to have by the employer when recruiting for a CAO. It assumes that the more relative experience of the individual, the more theoretical knowledge and ability is acquired to effectively perform and navigate the organization through complex situations. Discretion should be given to assess non municipal experience that brings value to the organization in the role of CAO.

1) Education		Points	ENTRY
1	High school (grade 12); GED (General Education Diploma)	2	
2	College, technical/trade school or university certificate in business related program (example: 1 year program)	4	
3	College, technical/trade school or university diploma in business related course (example: 2 year program)	8	8
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2b) Expertise - MMAA Member IGS		Points	ENTRY
1	Current MMAA Member - In good standing (maintains minimum PD points, has not been censured by the association)	10	10

3) Experience		Points	ENTRY
1	2 years or less	2	
2	Between 2 & 5 years	5	
3	Between 5 & 8 years	10	10
4	Between 8 & 10 years	15	
5	Over 10 years	20	

4) Expenditure - Prior Year PSAB Financial Statements, Schedule 5 - Core Total		Points	ENTRY
1	\$3 Million or less	2	
2	Between 3 & 5 Million	4	4
3	Between 5 & 8 Million	8	
4	Between 8 & 12 Million	9	
5	Over 12 Million	10	

5) Direct Supervision		Points	ENTRY
1	Less than 5 direct supervision	1	
2	5 or more	2	
3	Between 2 and 5 employees incl. 1 or more with prof designation	3	3
4	over 5 employees incl. 2 or more with prof designation	5	

5) Direct Supervision		Points	ENTRY
1	Less than 5 direct supervision	1	
2	5 or more	2	
3	Between 2 and 5 employees incl. 1 or more with prof designation	3	3
4	over 5 employees incl. 2 or more with prof designation	5	

6) Population		Points	ENTRY
Based on the latest available census information			
1	2,000 or Less	5	
2	2001 to 5000	8	8
3	5,001 to 10,000	15	
4	10,001 to 20,000	20	
5	Over 20,000	30	

TOTAL POINTS 1)-6) 53

CLASSIFICATION

Class 2

CLASSIFICATION

Class 2

2023 CAO Salary Schedule (\$ 000's) NON-BINDING

		Class	Min.	2	3	4	5	Max.*
Min	Max							
		1	78.022	83.596	89.169	94.742	100.315	M
Calculated Range	41	55	2	100.315	105.888	111.461	117.034	E
	56	70	3	122.607	128.180	133.752	139.326	R
	71	85	4	144.899	151.865	158.831	165.798	I
	86	100	5	172.764	178.337	183.910	189.483	T

*an additional 5% added to the top of the range in each class to commend those who performed well above normal expectations.

CAO SALARY MATRIX

Part of the MMA's mandate is to regularly update the data in the CAO Salary Matrix. The matrix has been endorsed by the MMA and the AMM. It is a valuable tool in ensuring fair and equitable pay for all members and plays an important and on-going role in closing the gender pay gap.

The MMA is committed to promoting a culture of fairness and equality in municipal government, and the updated salary matrix is an important step towards achieving that goal.

 [CAO Salary Schedule Calculator-protected 2023](#) **DOWNLOAD**

 [CAO Salary Matrix Manual](#) **DOWNLOAD**



MUNICIPAL EMPLOYEES
BENEFITS PROGRAM

The Manitoba Municipal Employees Benefit Program is a multi-employer benefit plan with over 220 participating employers and more than 13,200 current and former members. As a participating employer, you play a vital role in the administration of the Plan on behalf of your employees

CAO Contracts

- Contracts should address the following matters:
 - Salary and salary increases (inflationary and/or meritorious)
 - Education and training entitlements
 - General responsibilities
 - Vacation allowance and other benefits
 - Expense allowances
 - Remuneration for terminations without “just-cause”
 - Remuneration for resignation following a breach of contract
 - Other entitlements and inducements (vehicle, merit bonus, etc)
 - Length of Service
 - Renewal Process
 - Contract dispute resolution
 - Return of Service requirements

Termination

14. The Employee Acknowledges that the City may terminate this Agreement at any time without notice or compensation in lieu thereof for just cause, which shall include, without limitation, a breach of any of the conditions imposed by this Agreement.
15. The City acknowledges that the Employee may terminate this Agreement at any time upon giving ninety days' notice in writing. The Employee acknowledges that in such a case he shall be entitled to no compensation or benefits under this Agreement upon the expiry of the said ninety (90) days.
16. The City and the Employee both acknowledge and agree that, in the event that the Employee provides notice to the City that it is in breach of this Agreement and the City fails to correct the breach within 30 days from notice being provided, the Employee may terminate this Agreement without further notice, and upon termination the City shall provide the amount of twelve month's salary at the current rate.
17. The City and the Employee both acknowledge and agree that, in the event the City shall terminate this Agreement without just cause, the City shall provide the amount of eighteen (18) month's salary at the current rate and that upon such payment the Employee shall have no further claim or claims against the City for such termination.

Professional Development



Pay for membership in professional associations



Provide a professional development budget for the CAO



Fund additional education (return of service agreements)



Ensure they have the time to attend workshops, conferences, and seminars

Associations and Continuing Education

8. The Employee, at the expense of the City, may attend professional development courses, conferences and seminars and shall become a member of professional associations at the expense of the City as approved in the Annual Budget of the City.



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CAMA  **ACAM**

The logo for CAMA and ACAM, featuring a central graphic of four orange diamonds arranged in a square, with a green maple leaf at the bottom center.

CPA

CHARTERED
PROFESSIONAL
ACCOUNTANTS



**Canadian Network
of Asset Managers**



Mentimeter



Home / Extended Education / Programs and courses / Public sector and municipal administration / Certificate in Manitoba Municipal Administration

Certificate in Manitoba Municipal Administration

Whether you work in municipal administration or would like to, this online certificate program provides you with the knowledge and skills to help you become an effective municipal administrator.

[Go directly to...](#)

[Apply now \(PDF\)](#)

[Courses](#)



Credential

• Certificate



Program length

• 1 to 5 years



Program features

- For Canadian citizens and permanent residents
- Part-time, online from anywhere in Canada



Program fees

- Fees: \$4,220 plus \$100 non-refundable application fee
- Each course \$645 to \$715

Course number	Course name	Contact hours	Term(s) offered
FINC 0180	Introductory Accounting for Municipal Managers	36	Winter
HRM 0100	Managing the Human Resource Function	36	Winter, Summer, Fall
FINC 0380	Municipal Accounting	36	Fall
MGMT 0180	Municipal Administration	36	Summer, Fall
MGMT 0280	Municipal Law	36	Winter

Offered by UM

Course number	Course name	Contact hours	Term(s) offered
LDRS 0180	Leadership for Municipal Managers Concept, Principles and Application	36	Summer

Offered by University of Alberta (NACLAA elective courses)

Course name	Contact hours
Local Government (EXLGP08200)	39
Public Administration Professionalism (EXLGP08201)	39

Job Flexibility

Empower

- Empower incumbent to manage their own time

Create

- Create an environment that encourages work-life balance

Facilitate

- Facilitate working from home

Normalize

- Normalize flex time

The Conference Board of Canada

7.7%

Voluntary Turnover Rate

This average includes resignations, early retirements, unpaid leaves of absence, and employee deaths (fiscal year 2022).

7

Absence Rate

Average number of days per year that an employee was absent from work (paid or unpaid) in fiscal year 2021.

50%

Flex Time

Percentage of organizations that offered flex time (flexible start and finish times) in fiscal year 2021.

\$1K

Training and Development

Average amount spent (\$1,014) on training and development per employee in fiscal year 2021.

9.1%

Retirement Eligibility

Average percentage of an organization's workforce eligible to retire in 2022.

THE SECRET TO
HAVING A REWARDING
WORK-LIFE BALANCE
IS TO HAVE NO LIFE.



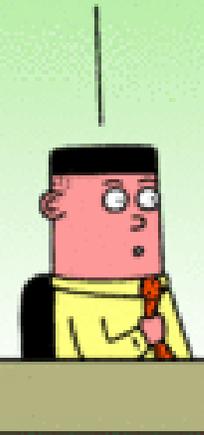
Dilbert.com DilbertCartoonist@gmail.com

THEN IT'S EASY
TO KEEP THINGS
BALANCED BY DOING
NO WORK.



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SO SIMPLE,
AND YET,
SO GENIUS.



IT WAS
HIDING
IN PLAIN
SIGHT.



Autonomy

Delegate

- Delegate authority in the CAO by-law

Empower

- Empower CAO to make decisions independently by establishing policy

Restructure

- Restructure organisation to reinforce the "one employee" concept

Respect

- Ensure all members of Council demonstrate respect for the autonomy of the CAO, including the Reeve/Mayor



TITLE: CITY OF SELKIRK CHIEF ADMINISTRATIVE OFFICER BY-LAW

NUMBER: 5283

PREAMBLE: TO ESTABLISH THE POSITION AND ADMINISTRATIVE AUTHORITY OF CHIEF ADMINISTRATIVE OFFICER

DATE PASSED: DECEMBER 29, 2015

OBJECTIVES

The objectives of this By-law are

- to establish the chief administrative officer position
- to set out the administrative authority delegated to the Chief Administrative Officer to accomplish the goals of the Council of the City of Selkirk as set out in the Strategic Plan
- to manage the operation and affairs of the City in an efficient and effective manner

INDEX

1. By-law Title
2. Definitions
3. Establishing the Chief Administrative Officer Position
4. Contract Position
5. Reporting to Council
6. Authorized to Administer the Business Affairs of the City
7. Senior Bureaucrat for the City
8. Other Duties as Assigned
9. Executive Limitations
10. Chief Administrative Officer is a Designated Officer
11. Authority to Spend Funds of the Corporation
12. Council and Chief Administrative Officer Relationship
13. Bylaw Review
14. Severability
15. Sunset
16. Repealing

6. AUTHORIZED TO ADMINISTER THE BUSINESS AFFAIRS OF THE CITY

6.1 Unless otherwise set out in this By-law or any other By-law, the Chief Administrative Officer is authorized to administer the business affairs of the City in accordance with *The Municipal Act* and other statutes of the Province of Manitoba.

6.3 In addition the Chief Administrative Officer shall be responsible for

- 6.3.1** the overall operation of the City in a prudent manner, and ensuring the long-term financial strength of the Corporation.
- 6.3.2** the enforcement of City of Selkirk By-laws.
- 6.3.3** a work environment which is reflective of the Council's Vision, Mission and Values Statements, current legislation and the Collective Agreement.
- 6.3.4** the infrastructure, utilities and capital projects; economic development initiatives; programs, activities and projects; protective services and human resources of the Corporation.

As the Senior bureaucrat for the City the Chief Administrative Officer shall

- 7.1** have control over and responsibility for all other employees of the City, and shall direct the personnel of all departments of the City through supervision of Designated Officers.
- 7.2** have the authority to hire, promote, demote, suspend or terminate the employment of employees of the City within the limits of any appropriate legislation and/ or the Collective Agreement.

Chief Administrative Officer's Responsibilities

2. The Employee shall well and faithfully perform all duties of Chief Administrative Officer as contained in the Manitoba Municipal Act ^{C_CS+MLC_M22S} or other Acts of the Legislature, City of Selkirk By-law No. 5238 (attached hereto as Schedule "A") and such additional duties as may from time to time be prescribed by the Council of the City (hereafter referred to as "Council"), either by by-law or resolution.
3. Notwithstanding paragraph 2, the City shall ensure that no City by-law, resolution, or any other action of Council, or actions by a member of Council, restricts or impedes the Employee's ability to:
 - (a) have control over, and responsibility for, all other employees of the city of Selkirk
 - (b) have the authority to hire, promote, compensate, demote, suspend, reprimand, or terminate employees of the city of Selkirk, within the limits of any appropriate legislation and/or applicable collective agreements
 - (c) fulfill and comply with by-laws and resolutions and manage the delivery of municipal services through the creation, approval, and implementation of policies, procedures, and practices.
 - (d) undertake any expenditure approved in City's budget
 - (e) undertake expenditures not in the City's budget up to the greater of \$100,000 or the approved signing authority limit as set by Council from time to time.

Mayor and Council
CAO

Director of Operations

Manager of Finance - Operations
Asset Management / GIS Technician
Engineering Technologist
Operations Clerk

Utilities Division

Manager of Utilities
Utility Operator
Utility Maintenance

Public Works Division

Manager of Public Works
Chargehand Public Works
HEO 2
HEO 1
LEO

Buildings & Fleet Division

Manager of Buildings & Fleet
Mechanic III
Mechanic II
Mechanic I
Building Maintenance
Custodian

Climate Action & Environment

Manager of Climate Action & Environmental Services

Director of Finance

Project Manager

Accounting Division

Manager of Accounting
Accounting Clerk
Utility Clerk
Tax Clerk
Finance Clerk

Director of Corporate Services

Executive Assistant
IT Administrator
Services Support Clerk*

HR Division

Manager of Human Resources
HR Generalist
HR Administrator

Citizen Engagement Division

Manager of Citizen Engagement
Marketing and Communications Officer
CitizenSupport Representative

Director of Sustainable Economic Development

Economic Development Officer
Urban Planner
Building Inspector
Planning Clerk

Director of Culture, Recreation, and Green Transportation

CRGT Clerk

Parks & Rec Facilities Division

Manager of Parks and Recreation Facilities

Urban Forestry & Naturalization Coordinator
Seasonal Labourers - UF & N
Chargehand Parks & Rec
Parks & Arena Attendant
Parks & Arena Operator
Labourer
Seasonal / Casual Labourers
Casual Green Team Member
Casual Kin Centre Attendant

Culture & Rec Programs Division

Manager of Cultural and Recreational Programs

Program Coordinator
Casual Summer Rec Programmer
Casual Walk-jog Program
Casual Pool Supervisor
Casual Assistant Pool Supervisor
Casual Lifeguards
Casual Drop In Program
Casual Day Camp Program
Culture Coordinator
Casual Culture Programmer
Casual Museum Programmer
Casual Campground Supervisor
Casual Asst. Campground Supervisor
Casual Campground Personnel
Casual Park Security
Seasonal Caretakers

Director of Protective Services

RCMP Services

Fire Department

By-Law Enforcement Officer
Services Support Clerk*
Casual Anti-Graffiti Coordinator
Casual ADES Student

Indicate position with multiple incumbents
* indicates a shared position

Interesting Work



Establish a vision for your community



Clarify municipal priorities and document them



Encourage CAO to be creative and innovative



Support their involvement in professional or community projects



Provide regular feedback on performance

SELKIRK'S STRATEGIC PLAN AT A GLANCE

Our Strategic Plan includes 20 Goals grouped under five Strategic Priorities. Each pillar reinforces the others as we move toward our Vision for Selkirk.

Read on to learn about our plans for each of these Priorities.

PRIORITY 1

A vibrant, safe and healthy community

- ▶ Continued development of Selkirk's natural features and outdoor spaces
- ▶ Providing the best possible recreation opportunities for Selkirk residents
- ▶ Revitalizing downtown
- ▶ Encouraging responsible land use, aligned with the community's vision
- ▶ Engaging the entire community in shaping our future

PRIORITY 2

A strong and stable local economy

- ▶ Taking firmer control of our economic destiny
- ▶ Building on Selkirk's status as a regional service centre
- ▶ Capitalizing on Selkirk's tourism potential
- ▶ Revitalizing Selkirk's image

PRIORITY 3

Safe and sustainable infrastructure

- ▶ Reliable water supply
- ▶ Adequate funding for maintenance of all city-owned assets
- ▶ Smooth operation of transportation systems
- ▶ Clear intentions for future development

PRIORITY 4

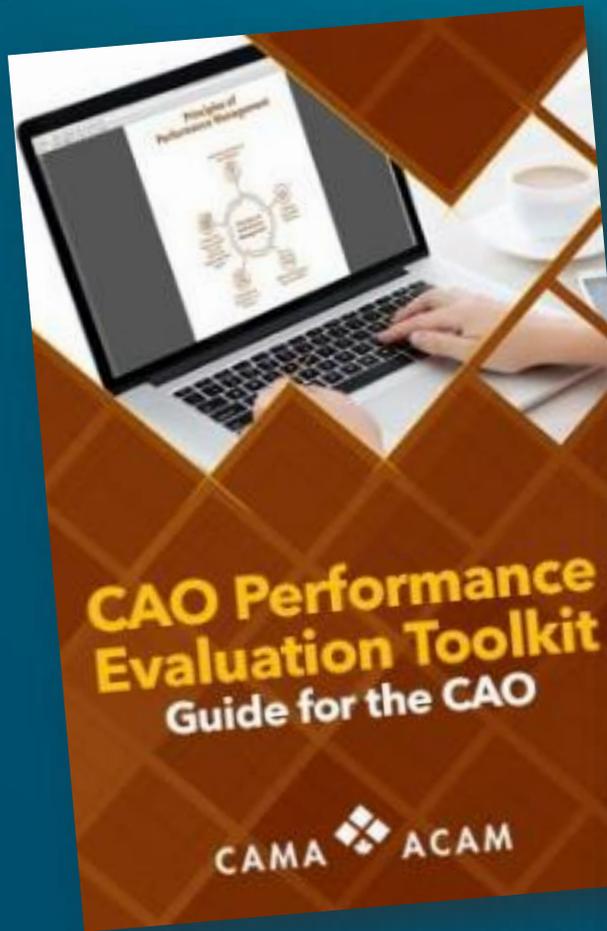
Maximum value from community resources

- ▶ More active management of capital assets
- ▶ Having the right human capital in place at the right time
- ▶ Continued improvements in efficiency and convenience
- ▶ More effective regional development approaches

PRIORITY 5

Environmental stewardship

- ▶ Improving city practices and services
- ▶ Encouraging more environmentally responsible development
- ▶ Water conservation
- ▶ Helping citizens to make good choices



This is an example of a CAO Performance Evaluation template that the CAO will complete and submit to Council prior to them completing their evaluation. Each member of Council will also complete this template separately and then the Final Evaluation Report is completed and presented to the CAO. Please modify this template to suit your municipality's requirements.

CAO Performance Evaluation

Name of Chief Administrative Officer	
Evaluation Period	
Name of Elected Official	

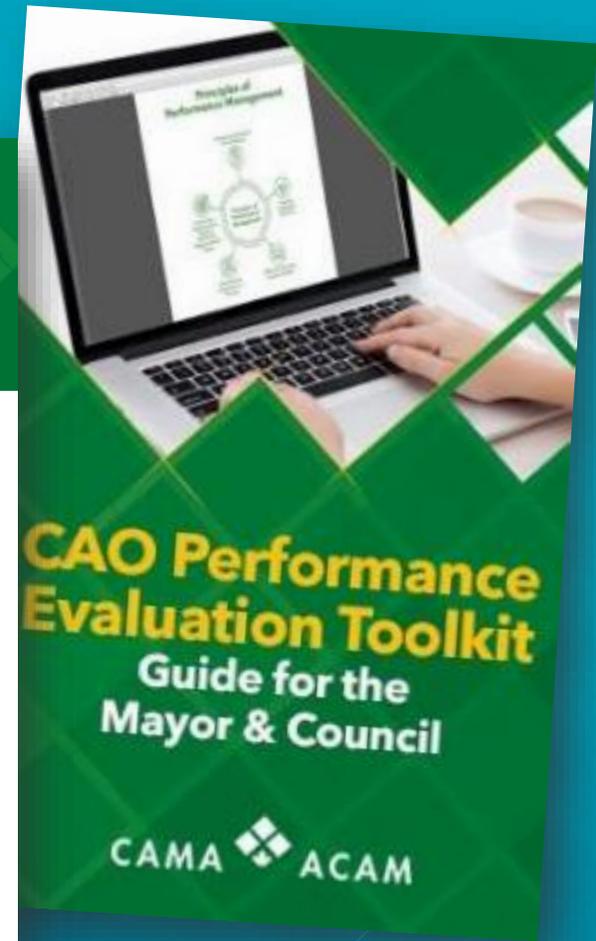
An annual performance evaluation should be an important part of the relationship between Council and the CAO, and ultimately the success of the municipality. The main purpose is to have an informal discussion about the past year.

Evaluation Principles:

- The approach to the CAO evaluation should be in a positive manner with the broad objective of improving the organization and positively impacting the CAO, Council and City staff.
- All written and oral comments regarding the performance evaluation of the CAO are strictly confidential.
- The evaluation should be conducted in an honest and fair manner. One should not permit feelings of personal likes or dislikes to enter the evaluation. Don't let one single incident make such a vivid impact that you lose sight of the total picture. All comments should be objectively based upon facts and events during the past reporting period.
- All components of the evaluation such as comments and conclusions must be able to be substantiated if required.
- The evaluation process should be conducted in a manner that provides for and promotes open and honest dialogue.
- The CAO should feel that he/she has been adequately included in the process.

Prior to completing the evaluation, take a few minutes to ask yourself the following questions and make some brief notes, including specific examples:

- ✓ How are things going?
- ✓ What has the CAO done well?
- ✓ What could have been done better?
- ✓ Are we on track?
- ✓ What could Council do to help?
- ✓ What could the CAO do to make the organization better?





Mentimeter

Succession > Recruitment

- Especially if you are very happy with your current CAO, succession is a strategic investment into the long-term health and success of your municipality.
 - Succession isn't promising someone the job, it's creating the opportunity for them to be ready to compete for the job.
 - Provide training and professional development
 - Create opportunities to hone leadership skills and demonstrate responsibility
 - There is no level too low to start thinking about succession – “build a deep bench”
 - A strong “retain” game – means you will have a stronger succession game

Recruitment

- This is a critical decision – don't cut corners
- Get professional help
- Ensure that part of your engagement includes an extensive program to review the position and the system of governance that the Council wants
- Be clear and truthful about your expectations
- Don't be afraid to wait for the right candidate



Mentimeter



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Finding and Keeping a Good CAO

2023 AMM Spring Conference

April 5, 2023

municipaladministrators.ca