



**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**



Use your camera, to link to  
this session's live polling app!

municipaladministrators.ca

# Where are all the CAOs?

CTV NEWS

NEWS VIDEO LOCAL SHOWS ABOUT


LIVE | The Close

ADVERTISEMENT

STREAM NOW ONLY ON Crave THE MOVIES EVERYONE IS TALKING ABOUT. JURASSIC WORLD DOMINION

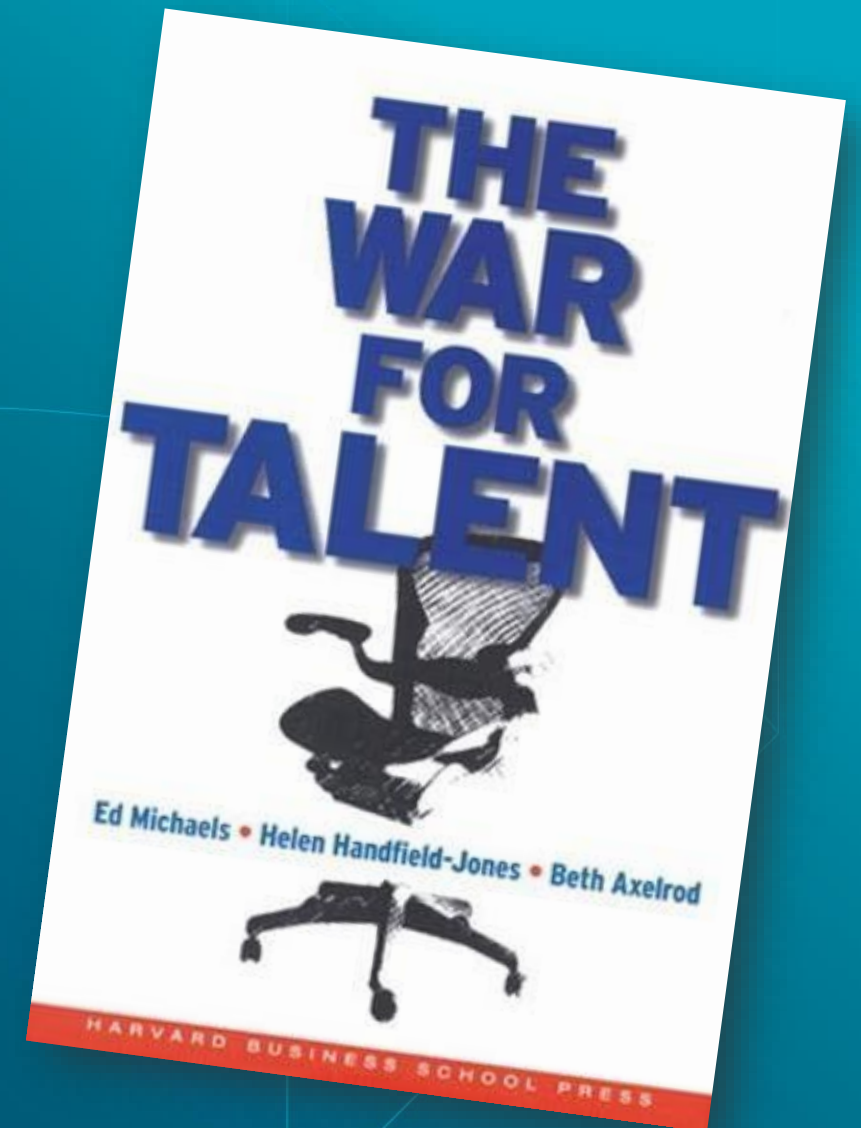
BUSINESS | News

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



ADVERTISEMENT

STREAM NOW ONLY ON Crave THE MOVIES EVERYONE IS TALKING ABOUT. JURASSIC WORLD DOMINION





# 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

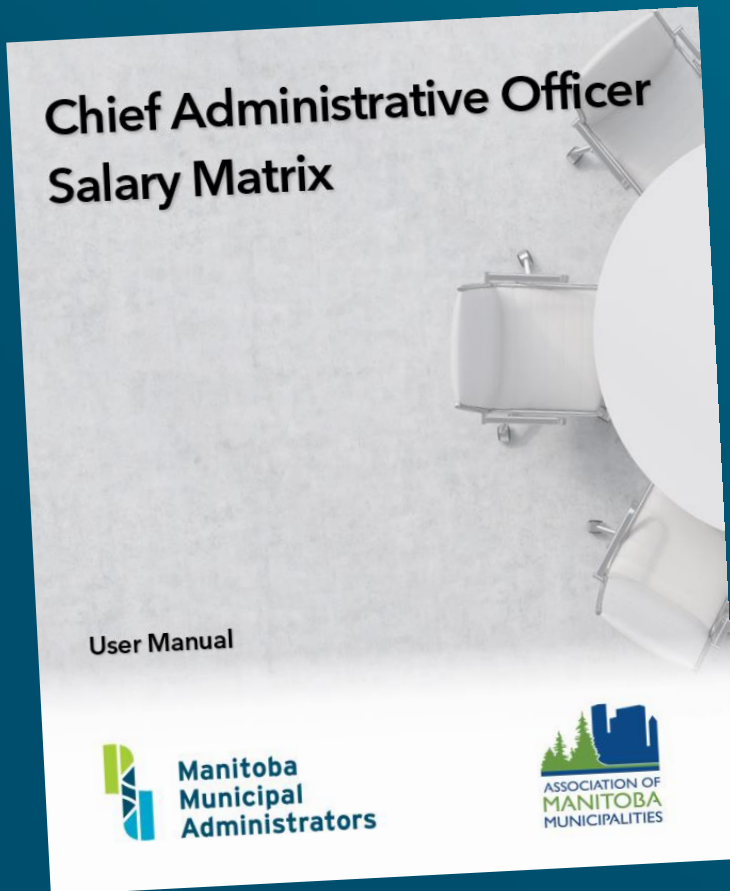



Contract vs standard employment





# CAO Salary Matrix




**Manitoba  
Municipal  
Administrators**

**CAO Salary Calculator (non-binding)**

ENTRY

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     |
| 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     | 10    |

| 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

| 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

| Based on the latest available census information |                  | Points | ENTRY |
|--|------------------|--------|-------|
| 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 |       |         |         |         |         |         |       |
| 25  | 40  | 1     | 78.022  | 83.596  | 89.169  | 94.742  | 100.315 | M     |
| 41  | 55  | 2     | 100.315 | 105.888 | 111.461 | 117.034 | 122.607 | E     |
| 56  | 70  | 3     | 122.607 | 128.180 | 133.752 | 139.326 | 144.899 | R     |
| 71  | 85  | 4     | 144.899 | 151.865 | 158.831 | 165.798 | 172.764 | I     |
| 86  | 100 | 5     | 172.764 | 178.337 | 183.910 | 189.483 | 195.056 | 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.



**Manitoba  
Municipal  
Administrators**

Local Leaders, Thriving Communities



**CPA**

CHARTERED  
PROFESSIONAL  
ACCOUNTANTS

**CAMA**  **ACAM**

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

 **CNAM** **Canadian Network  
of Asset Managers**

The logo for the Canadian Network of Asset Managers (CNAM), featuring a stylized red and black arch over the word 'CNAM' in black, with the full name 'Canadian Network of Asset Managers' in red below it.





[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**

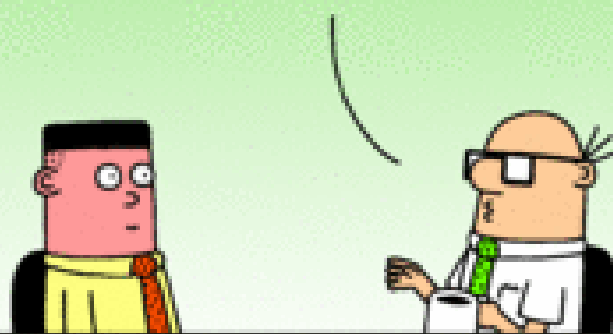
Average percentage of an organization's workforce eligible to retire in 2022.

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



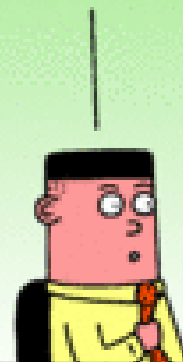
Dilbert.com DilbertCartoonist@gmail.com

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



2-21-14 ©2014 Scott Adams, Inc./Dist. by Universal Uclick

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

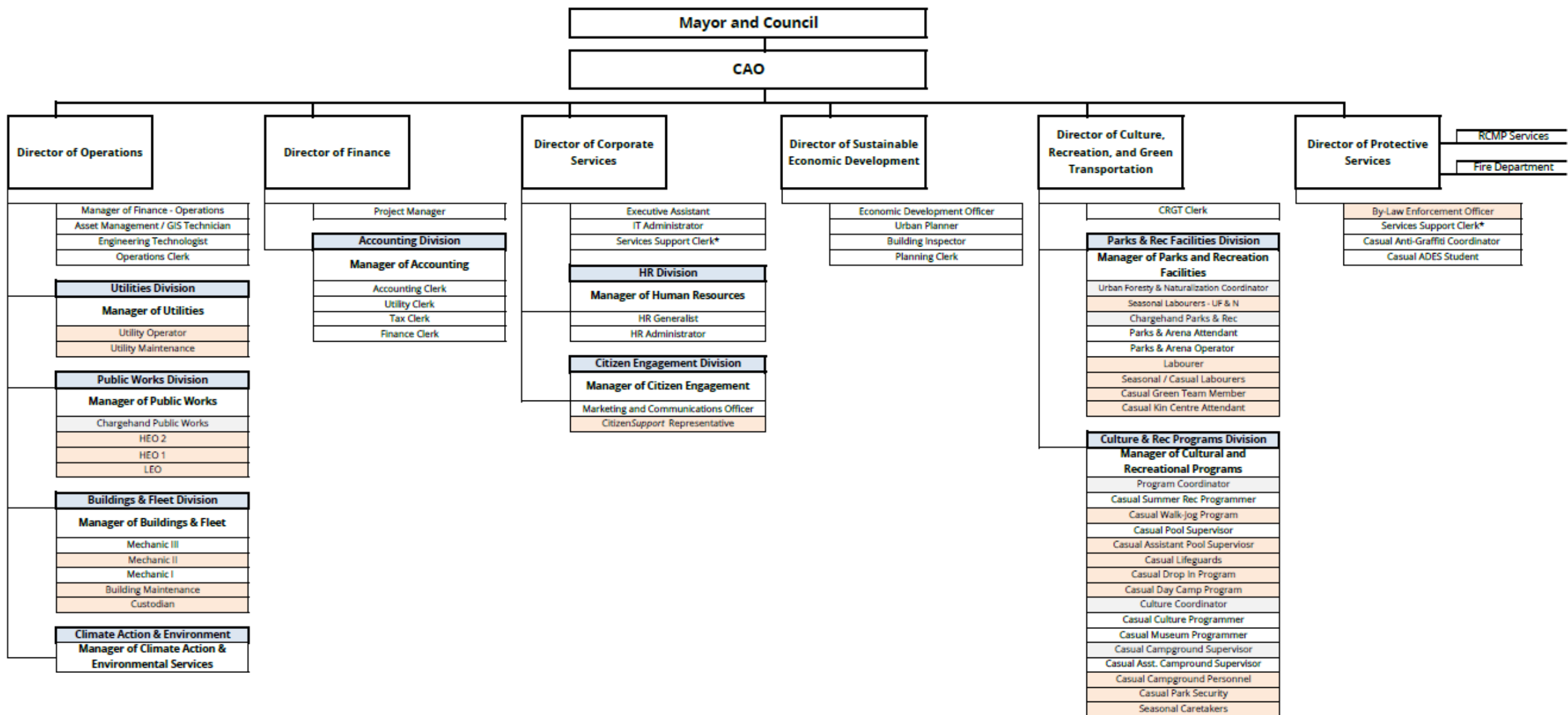
- 6.3.1 the overall operation of the City in a prudent manner, and ensuring the long-term financial strength of the Corporation.
- 6.3.2 the enforcement of City of Selkirk By-laws.
- 6.3.3 a work environment which is reflective of the Council's Vision, Mission and Values Statements, current legislation 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 <sup>C\_05\MLC\M22S</sup> 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.



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







# 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





**Manitoba  
Municipal  
Administrators**

Local Leaders, Thriving Communities

# Finding and Keeping a Good CAO

**2023 AMM Spring Conference**

**April 5, 2023**

[municipaladministrators.ca](http://municipaladministrators.ca)