

Best Practice Discussion



Municipal Training Budgets And Association Memberships

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Training and Professional Membership Best Practices

This Presentation is based on:

- Town of Greater Napanee's Stats
- AMCTO Membership Surveys 2007 & 2008
- Succession Plan Presentation I gave at – CAO Leadership Forum (2010)
- Research Paper written for my Municipal Management Diploma (Scholastic Excellence Award 2009)

Greater Napanee Background

Stats Canada Profile

Pop:	15,400
Res:	6,695
Size:	460 km ²
Roads:	450 km
Av Age:	44
Budget:	\$15,000,000
FTEs:	72
PTEs:	57
Vol Fire:	67



Greater Napanee

2003 -2011 HR SUCCESSION ISSUE

	Over 50	Could Retire During Term	Will Retire During Term
2003-2006	19	7	5
2006-2010	19	16	9
2010-2014	24	12	5

Year	Average Age	Average Service
2003	46.2	14.09
2011	45.81	8.46



M.M.D. Research Paper Findings



- NBRI survey defined job satisfaction as people's affective (emotional) response to current job conditions.
- The survey indicated six factors which influence job satisfaction. These were: **Opportunity, Stress, Work Standards**, Leadership, Fair Rewards and Adequate Authority. The NRBI study found that Opportunity did not just mean internal promotion. **Employees find opportunity in challenging projects, special assignments and leadership opportunities.**
- National Business Research Institute.2002. *Job Satisfaction White Paper* [on-line]. Available from http://www.nbrii.com/EmployeeSurveys/Satisfaction_study.html; accessed on 8 January, 2009.

M.M.D. Research Paper Findings

“In our research into employee attitudes and experiences, we heard many stories of midcareer restlessness, a phenomenon we call middlescence. Putting experienced employees into mentoring, teaching, and other knowledge sharing roles has the dual benefit of reengaging the midcareer worker and boosting the expertise of the organizational know-how of less experienced employees. For middlescents, serving as a mentor is a personally fulfilling way to share a lifetime of experience, give back to the organization, and make a fresh set of social connections in the workplace.”



M.M.D. Research Paper Findings

“Probably the single most important resource you have about careers is your network.”

“Networking is a lifelong career management tool for me. Networking is not just a good idea; it is a vital career management tool. It is an ongoing building process that requires constant attention. Maintain, strengthen, and expand your career net so that you always have at your fingertips, the best resources available for your career growth and fulfillment.”

“Your network is your life support system. A balanced and fully functional network is the best way to a balanced life.”

“Networking is the most cost effective marketing tool around when it is used wisely, appropriately and professionally.”

Aggie White, *Career Planning and Networking* (South Carolina: South Western/Thompson Learning, 2002), 23

Donna Fisher, *Professional Networking for Dummies* (New York: Wiley, 2001), 137

Donna Fisher, *Professional Networking for Dummies* (New York: Wiley, 2001), 29

Donna Fisher and Sandy Vilas, *Power Networking 59 Secrets for Professional Success* (Texas: Bard Press, 2000), 17



M.M.D. Research Paper



Five municipal staff associations studied see networking of their membership as a key role. The fact that these different associations, representing a wide cross section of the municipal sector, all provide networking opportunities supports the conclusion that networking is considered valuable across the entire sector.

M.M.D. Research Paper Findings

- Major Finding

My research (you can read the arguments) concluded it is reasonable to support the concept that AMCTO and therefore other provincial associations are providing networking services that assist municipal staff in addressing employment factors that result in improved job satisfaction.

M.M.M. Research Paper Findings

- “Usually the time, money and effort required to develop team members don’t change the team overnight, but developing them always pays off. Investing in the team compounds over time.” Mr. Maxwell’s book would seem to provide further support to the NRBI concept that Works Standards can affect job satisfaction. IBM, Starbucks and Home Depot are a few firms mentioned in this book as private sector examples of investing in staff growth and development and the huge dividends that this investment has brought these firms.
- John C. Maxwell, *The 17 Indisputable Laws of Teamwork* (Nashville: Thomas Nelson Inc, 2001), 248

M.M.D. Research Paper Findings

- Major Finding
- “That direct dollars spent on staff training increase work standards for an employee and increase job satisfaction.”



M.M.D. Research Paper Findings

Major Finding

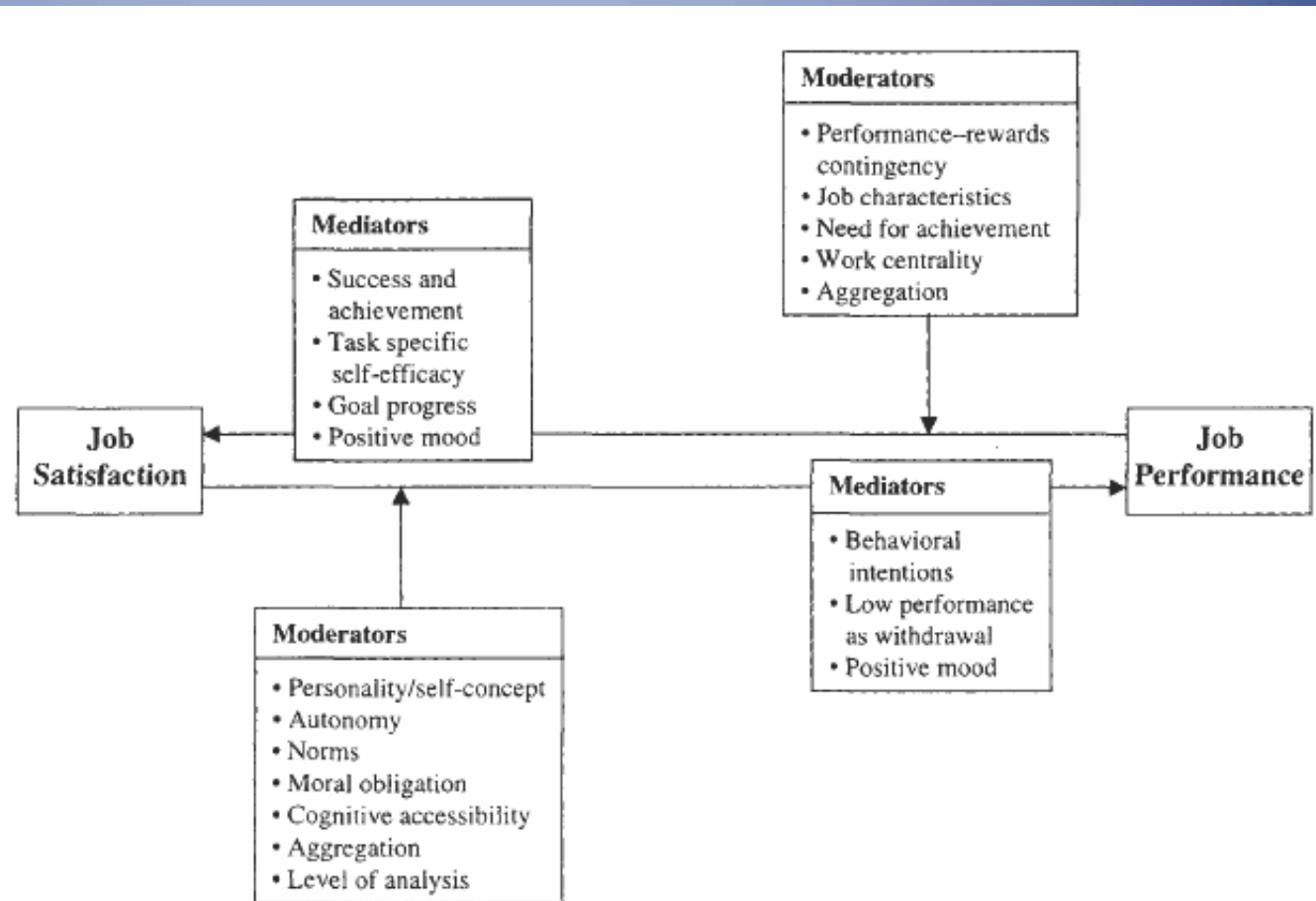


Figure 2. Integrative model of the relationship between job satisfaction and job performance.

- Judge, T., Thoresen, C., Bono, J., & Patton, G. The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127, (2001), 376

Greater Napanee Best Practices Increase Job Satisfaction & Performance

Greater Napanee Training Budgets

- 2006 Training \$ 66,840 2.4%
- 2006 Salaries \$ 2,776,993*
- 2010 Training \$ 100,143 2.5%
- 2010 Salaries \$ 4,347,912
- 2011 Training \$ 110,350 2.6%
- 2011 Salaries \$ 4,304,201

* 2006 Excluded Water Utility & Fire Board

- Industry Standard 1.75-2.0%

Greater Napanee Best Practices Increase Job Satisfaction & Performance

Performance Evaluation Development Plan

Discuss and agree on 1-3 development activities. Take into account proficiency, strengths, areas for improvement, expectations and career aspirations.

Needs	Training, Development activities	Timeframe	Follow up / Comments

Greater Napanee Best Practices

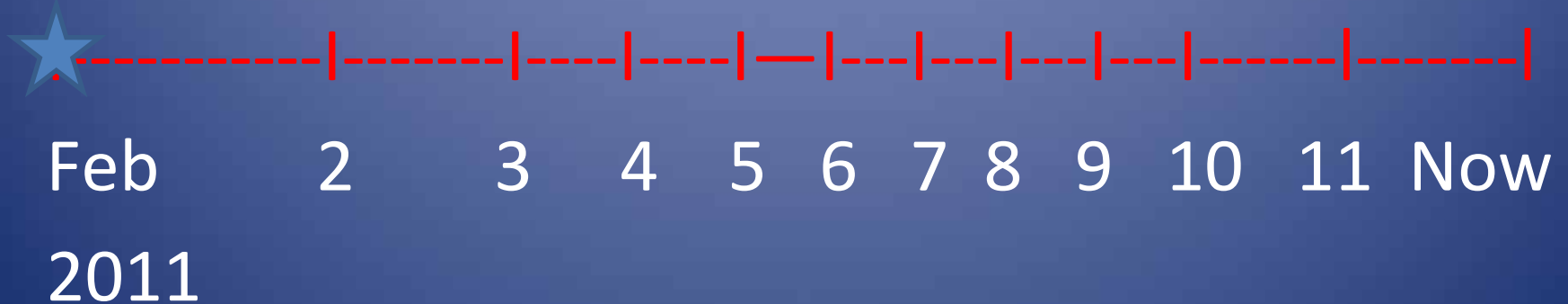
Increase Job Satisfaction & Performance

- Job Shadowing with other municipalities
- Municipal to Municipal Exchange
 - Spend a day with managers at a comparable municipal operation
- Training beyond current job needs
- Identifying career plans for staff and review
- Recognition gifts and service awards
- Internal postings and promotions
- Have a training budget for all staff
- 42% Staff hold Membership in at least 1 Professional Association
- Treat them like adults - not mushrooms - Communicate
- Training as a group-Corporate Training, MMD Programs
- Municipal Internship Program

Real World Example

OPP Costs an issue since amalgamation 1998.

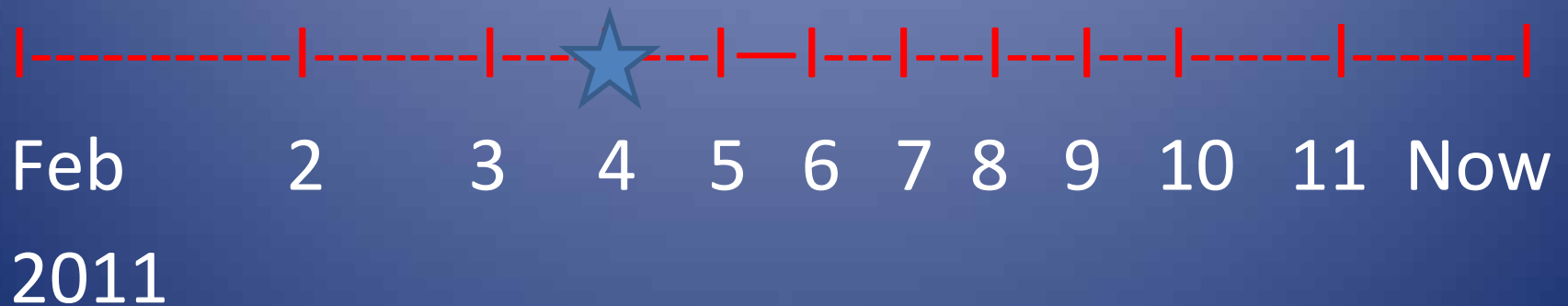
OPP Costing Coalition - Timeline of Events



Real World Example

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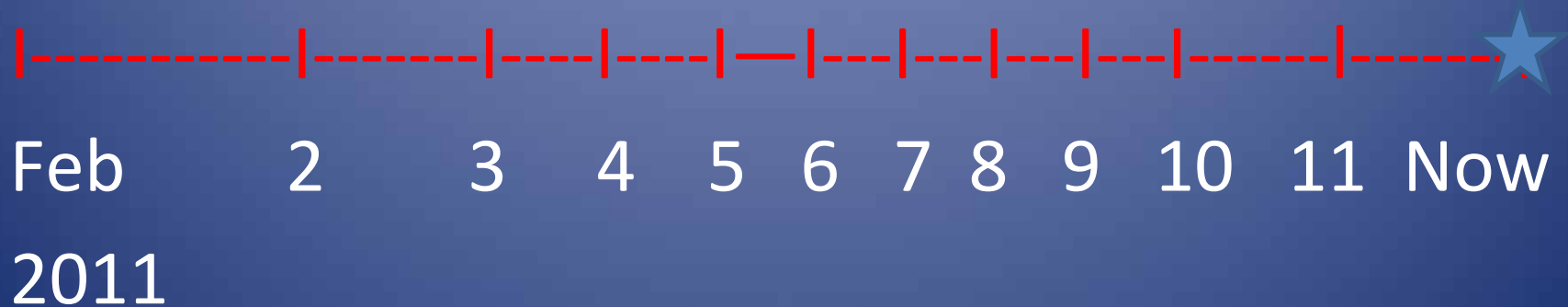
OPP Costing Coalition - Timeline of Events



Real World Example

OPP Costs an issue since amalgamation 1998.

OPP Costing Coalition - Timeline of Events



Training and Professional Membership Best Practices

- What Should I Remember?



- I hope the session made it clear that local staff, especially in smaller municipalities simply do not have the resources to remain current on all legislation that may affect the sector, in the early stages of discussion, long before it is drafted into bills. However, by creating and maintaining our networks with staff associations, we can capitalize on the second or third degree of networks created between association staff and various provincial ministries. This is an example of applying Jan Vermeiron's concept to show how networking can improve job performance in a "big picture" manner.
- Municipal Staff Associations do play a large role in maintaining and expanding staff networking opportunities. Council and Senior Managers in municipalities should actively encourage staff at all levels of their organization, to seek out and participate in association activities that are applicable to individual employment duties or career planning. The continuous building and maintenance of individual networks will help nurture job satisfaction for the employee in the short term. It will also allow for growth opportunities that are required to maintain levels of satisfaction over the longer term. Equally important to Council and Managers, is the affect that these networks can also have on individual job performance and overall corporate performance. Although performance was measured using specific examples from Greater Napanee, these concepts were generic enough to apply to other municipal organizations. Another noteworthy benefit is the indirect network contacts that can help municipalities avoid dealing with problematic legislation; by effectively lobbying at the earliest stages when the concepts are just "backroom discussions".
- In the end, when people reflect on years of association networking activities and say, "I got more out of it, than I ever put into it"; they actually did and so did their employer.