

Briefing Note

Prepared for: Council Title: Council Governance Training Date prepared: February 09, 2015	Prepared by: Roxanna Stumbur Title: Manager, Learning, Development and Training Department: Human Resources
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SUBJECT: Governance training for Council

BACKGROUND:

As a result of the Governance related recommendations contained in the AIT Audit, the RMWB Audit & Budget Committee supported pursuit of governance training for Council. A Terms of Reference document was requested to enable the search for a vendor able to facilitate an effective and appropriate governance training program (program) built upon leading practices in adult education.

CURRENT STATUS:

The Terms of Reference document (attachment 1) describes the deliverables that would be used to guide the procurement process and realization of the desired outcome of governance training for Council.

KEY CONSIDERATIONS:

An RFP process may be required if program costs are more than \$75,000. However, the vendors able to deliver an effective program are not-for-profit organizations (attachment 2) such as York University (York), the University of Alberta (U of A), Schulich School of Business (Schulich) and the Alberta Urban Municipalities Association (AUMA). As such, a closed RFP would meet procurement standards and align with RMWB expectations and processes.

The length of standard programs varies and will be determined by Council's selection. The range includes: (1) six days (York and Schulich); (7) seven days (to meet the certification requirements of AUMA); and (3) twelve days (U of A). Program customization, if desired or required, could influence the length of time that Council may have to dedicate to this initiative.

The approximate average cost of relevant programs is \$67,000 plus travel to and accommodations within Fort McMurray. If the program chosen requires customization to ensure alignment with specific needs of Council, fees for such work average \$2,500 per day. Courses available within the AUMA program are priced individually. They range from \$340 to \$425 per course (face-to-face) or \$250 to \$350 per course (online).

Funding for the Council governance training will be provided through the Learning, Development and Training branch (LD&T) of Human Resources (HR).

Engagement of a qualified vendor through the RMWB procurement process will determine final program logistics, costs and content.

NEXT STEPS/ACTION:

Upon review and support of the Terms of Reference, LD&T will work with Supply Chain Management on an appropriate and timely process to obtain and evaluate proposals for the purpose of engaging a qualified vendor to facilitate the program. The proposals and recommendations will then be brought back for Council's consideration and approval.

ATTACHMENTS:

1. Terms of Reference
2. Governance Training – Comparison of Programs

COUNCIL GOVERNANCE TRAINING TERMS OF REFERENCE

BACKGROUND

As a result of the Governance related recommendations contained in the AIT Audit, the Regional Municipality of Wood Buffalo (RMWB) Audit & Budget Committee supports the pursuit of governance training for its Council.

OBJECTIVE

The governance training program (program) will explore leading practices in governance principles and structures. Upon program completion, attendees will receive a professional or masters certificate in leadership for elected local government officials (municipal leadership).

RECIPIENTS

Program participants will be members of the RMWB Council.

BENEFITS

Completion of the program will provide Council with enhanced governance knowledge and skills to strengthen individual and team performance.

TIMELINES

Program facilitators will travel to Fort McMurray to work directly with members of Council. Times and dates will align with the schedules of Council. Content will invite a division of the program into distinct modules to enable comprehensive exploration and practical application. As such, it is likely at least three dates will be required for program completion.

CONTENT

The needs and preferences of Council will determine program specifics. At a minimum, the following will be explored: (1) essential skills for elected local government officials; (2) operational excellence; and (3) development of key strategies and priorities in changing times (public sector advancements).

OUTCOMES

Upon completion of this program, Council will be able to:

- Master leadership competencies to revitalize excellence in the municipality;
- Align municipal strategies for overall operational excellence and sustainability; and
- Foster consensus and collaboration as change agents to advance opportunities across the municipality and constituencies.

PROGRAM CONTENT

The following topics will be considered as components of this program:

- Leadership, organizational structures and processes;

COUNCIL GOVERNANCE TRAINING TERMS OF REFERENCE

- Decision rights and accountabilities;
- Strategic thinking and development;
- Establishment and effective maintenance of political and administrative roles;
- Influence and leverage of collaboration and team work;
- Improvement of organizational performance;
- Resident engagement;
- Communication and media relations;
- Regional partnerships and collaboration; and
- Organizational culture and sustainability.

OVERSIGHT

Oversight for program specifics/logistics will be provided by the Learning, Development and Training branch of the RMWB Department of Human Resources. Employees within the RMWB Department of Supply Chain Management will assist with procurement processes.

	York University		Alberta Urban Municipalities Association (AUMA)	University of Alberta
Program	Masters Certificate in Municipal Leadership	Professional Certificate in Leadership for Elected Local Government Officials	Elected Officials Education Programs (EOEP)	Certificate in Municipal Management and Leadership Program
Website	http://seec.schulich.yorku.ca/long_program_introduction.aspx?p=masters-certificate-in-municipal-leadership&tab=1	http://seec.schulich.yorku.ca/short_program.aspx?p=professional-certificate-in-leadership-for-elected-local-government-officials	http://eoep.ca/home	https://uofa.ualberta.ca/executive-education/programs/municipal-management-leadership
Curriculum	<p>Module 1: Essential Skills for Municipal Managers Courses:</p> <ol style="list-style-type: none">Improving Personal Leadership and Team Dynamics (3 days)Coaching and Mentoring for Peak Performance (2 days) <p>Module 2: Achieving Operational Excellence Courses:</p> <ol style="list-style-type: none">Strategic Management and Strategic Thinking (2 days)Political Acumen (1 day)Improving Organizational Performance (2 days) <p>Module 3: Public Sector Advancements Courses:</p> <ol style="list-style-type: none">Dynamic Employee Engagement in Times of Change (1 day)Negotiating and Collaborative Management Techniques (1 day)Leadership Skills for Engaging Others During Change (2 days)Managing with a Vision for Performance (1 day)	<p>Module 1: Essential Skills for Elected Local Government Officials Develop your leadership potential as you learn to define your role and approach, enhance the effectiveness of your interpersonal communications and influence, leverage collaboration and teamwork, and balance tasks with key relationships for maximum effectiveness.</p> <p>Module 2: Inspiring Excellence in Governance – How to Influence without Authority In order to get things done, elected officials must be able to influence and get agreement with numerous and diverse stakeholders, from constituents to support staff. Learn to more effectively influence and foster consensus among people with different needs and viewpoints to ensure ongoing success.</p> <p>Module 3: Development of Key Strategies & Priorities in Changing Times Review the key elements of a successful strategy development and implementation approach, and reframe your thinking about how accountability, responsibility, innovation and results-orientation all combine to revitalize leadership in the municipal sector.</p>	<p>Please click the link for full course descriptions: http://eoep.ca/page/401</p> <div>Strategy and Business Acumen Courses<ul style="list-style-type: none">Municipal Finance (Required Core)Effective Planning and Strategy (Core)Performance Measurement (Supplementary)Human Resource Planning (Supplementary)Service Delivery (Supplementary)</div> <div>Effective Governance and Decision Making Courses<ul style="list-style-type: none">Municipal Governance (Required Core)Municipal Leadership (Core)Ethics (Core)Regional Partnerships and Collaboration (Supplementary)Municipal Legislation (Supplementary)Effective Decision Making (Supplementary)Land Use and Development Approval (Supplementary)</div> <div>Community Building Courses<ul style="list-style-type: none">Community Development Through Citizen Engagement (Core)Community Economic Development (Supplementary)Emergency Preparedness Planning (Supplementary)Addressing Local Infrastructure Issues (Supplementary)Affordable Housing (Supplementary)Sustainability (Supplementary)</div> <div>Communication and Interpersonal Skill Courses<ul style="list-style-type: none">Communications and Media Relations (Core)Negotiation Skills (Supplementary)Team Building (Supplementary)</div>	<p>The Challenge of Leading & Managing in Municipalities Explore the leadership challenges associated with municipal governments and the ethical behaviors municipal managers should demonstrate to maintain the trust and confidence of the public.</p> <p>Leading Self & Others Understanding who we are and how we behave is critical in becoming an effective leader. It opens us to growth opportunities building on our strengths and also helps to pinpoint challenges and blind spots where we can mitigate weaknesses.</p> <p>Change Management This module offers the theories of change with practical application to championing and creating change. As a participant, you will be provided ideas, tools and resources to assist you through change, with an emphasis on practical application. This module will first equip you with change management tools and theory, and then challenge you to put your new change application to the test using a Change Management simulation tool.</p> <p>Creating a Collaborative, Knowledge-Sharing Culture Ensuring that the expertise held by municipal managers is fully utilized by all parts of the organization and transferred to the next generation of senior leaders is critical to the long term sustainability of any municipal corporation</p> <p>Finance for Municipal Managers Municipal managers, regardless of their financial backgrounds, are required to understand the language of finance to make effective decisions. Understanding key financial data is critical to making informed fiscal decisions.</p> <p>Committing to Improving Your Leadership Abilities Leadership development is an ongoing personal and situational challenge, requiring on-going attention and commitment.</p>
Methodology	Face-to-Face	Face-to-Face	Face-to-Face and Online	Face-to-Face
Facilitators	Click link for facilitators' profiles: http://seec.schulich.yorku.ca/faculty_municipal_governance.aspx	Click link for facilitators' profiles (scroll down to the bottom of the page): http://seec.schulich.yorku.ca/short_program.aspx?p=professional-certificate-in-leadership-for-elected-local-	Gordon McIntosh (also used by York University). Former municipal government CAO	More information to follow

	York University		Alberta Urban Municipalities Association (AUMA)	University of Alberta
		government-officials		
Costs	<ul style="list-style-type: none">\$2,500.00 per day to customize\$11,000.00 per day for facilitation of current (in Fort McMurray) program (includes all material & assessment tools. RMWB would have to pay for facilitator travel & accommodations and provide training facility).	<ul style="list-style-type: none">\$2,500.00 per day to customize\$11,000.00 per day for facilitation of current (Fort McMurray) program (includes all material and assessment tools).<ul style="list-style-type: none">RMWB would have to pay for facilitator travel & accommodations and provide training facility).	TBD	<ul style="list-style-type: none">\$6,100 CAD (plus GST) per participant
Ability to customize	Yes there is an ability to customize	Yes there is an ability to customize.	Yes there is an ability to customize.	TBD
Curriculum ownership	TBD	TBD	The association would own the curriculum	TBD
Timelines	Spring 2015 (open enrolment) February 2015 (customized)	Spring 2015 (open enrolment) February 2015 (customized)	January 2015	January 2015 (for current program)
Comments	N/A	<ul style="list-style-type: none">They are presently working with the city of Calgary (since 2011) and the City of Winnipeg.Past RMWB employees have attended this program	N/A	Please click link for program brochure: https://uofa.ualberta.ca/executive-education/-/media/business/departments/executive-education/brochure/cmml-program-july-25.pdf