

Developing Tomorrow's Municipal Leaders



MFOA Conference
Deerhurst Resort
September 20, 2019

Leadership



Leader vs Leadership Development



Assessing Strategic Leadership Capability...

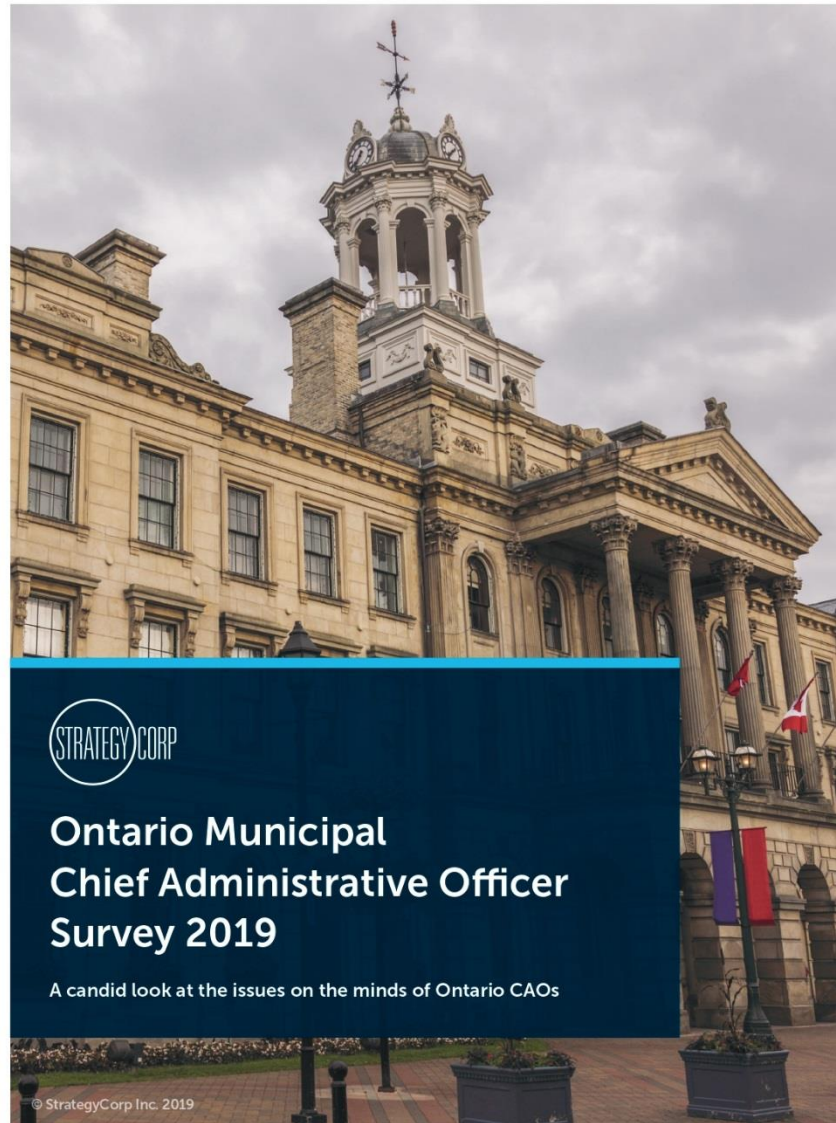
1. Assess the internal & external environments
2. Clarify mission, vision & values
3. Discover & prioritize drivers
4. Create business strategies
5. Develop leadership strategies
6. Execute, perform & learn

Source: Chief Learning Officer

...Assessing Strategic Leadership Capability

7. Lead change
8. Shape culture
9. Span boundaries
10. Leverage polarities
11. Create direction, alignment and commitment
12. Unleash performance potential

Source: Chief Learning Officer



Strategies for Council Effectiveness

Priorities

- Strategic approach to priorities
- Council sets the priorities
- Communicate Council's priorities
- Link recommendations to priorities

Strategies for Council Effectiveness

Reports

- Professional & thorough reports
- Reports that:
 - contain all the options
 - reek of professionalism
 - recommend (where a recommendation is warranted)
 - let politicians decide

Strategies for Council Effectiveness

Administrative Excellence

- Leave no room for Council involvement
- Customer service that resolves conflicts
- These reinforce the “rules”

Principled Advice

- Staff as Council’s first choice to get advice
- Advice that is based on solid principles
- Advice that is only advice

Strategies for Council Effectiveness

Staff are Accountable

- Delegation is not without accountability
- This is the great equalizer
- Accountability should be:
 - Part of the process
 - Embraced
 - Clearly communicated

Strategies for Council Effectiveness

Community Engagement

- Initiate & manage process
- Provide resources & expertise
- Clear communication of Council priorities to community & to staff

Strategies for Council Effectiveness

Staying Ahead of the Game

- Anticipate change
- Evaluate change
- Respond to change
- Municipality as a leader on change

CHANGE

- A lot:
 - Has changed
 - Is changing
 - Will continue to change
 - Will always change

Some Current Changes

Public Meeting Provisions

- Investigations
- Clear advice & leadership from staff
- Staff as the “*Municipal Experts*”
- Staff as advisors & resource to Council

Some Current Changes

- Governance Review
- Accountability & Transparency
- Council Code of Conduct
- Integrity Commissioner
- Lobby Registration
- Auditor General

CHANGE

- These are the current Changes
- More legislated changes inevitable
- What non-legislated changes coming our way?
 - Social Media
 - The Environment
 - Climate Change
 - New or Fewer Services
 - What is the Community really saying

10 Steps to Building Effective Council-Staff Relations

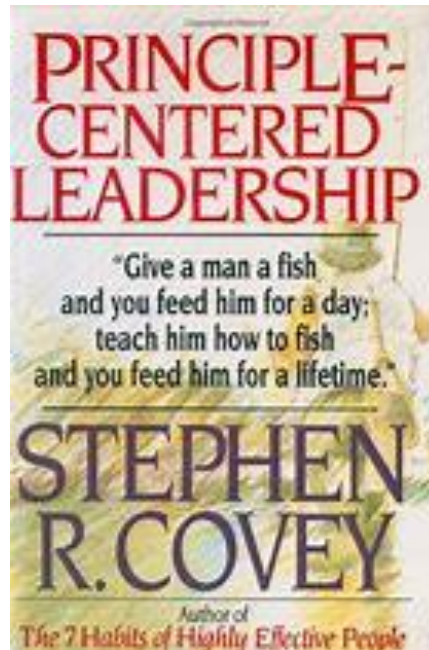
1. It Starts & Ends with Credibility

- Build Credibility
- Bring Integrity
- Do it professionally
- Do it consistently
- Do it everyday



10 Steps to Building Effective Council-Staff Relations

2. *“On matters of style, flow with the current;
on matters of principle, stand like a rock”*



10 Steps to Building Effective Council-Staff Relations

3. Good Fences Make Good Neighbours

- This works both ways
- Good fences with Council
- Good fences with Administration
- CAO should be on a separate contract
- It can be a lonely, but necessary place



10 Steps to Building Effective Council-Staff Relations

4. Take Care of the Little Things

- It's the little things that can create stress
- It's the little things that act like a magnet for attention
- *"There is never time to do it right, but there is always time to do it over"*

Let's take care of
the little things
while they're still
little.

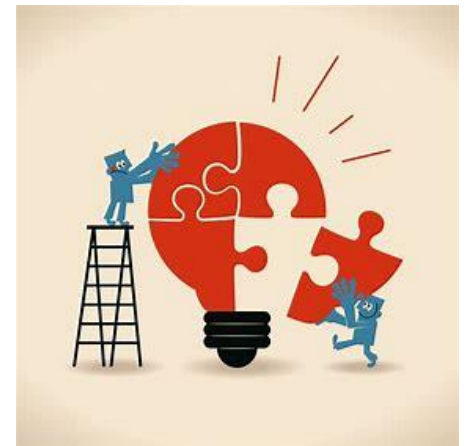
John G. Miller



10 Steps to Building Effective Council-Staff Relations

5. Solving Problems

- That's what Governments do
- What you do for one, you do for all
- Revisit & refresh policies that don't make sense
- Encourage a culture of public service
- How can I help someone today



10 Steps to Building Effective Council-Staff Relations

6. Delegate Up Political Decisions

- Be clear on all the options
- Be clear on your recommendations
- Delegate political decisions up
- Implement the political decisions

Democracy

a government in which the citizens make political decisions



10 Steps to Building Effective Council-Staff Relations

7. Staff are free to make recommendations
Council are free to make decisions
 - Then let it go



10 Steps to Building Effective Council-Staff Relations

8. Close the Loop

- Acknowledge inquiries
- Timely response
- Copy all of Council



10 Steps to Building Effective Council-Staff Relations

9. Communication

- Keeping Council informed on matters that will come their way
- Eliminate the surprises !
- When the surprise occurs, apply Rule 1



10 Steps to Building Effective Council-Staff Relations

10. Celebrate Success

- Acknowledge efforts made to succeed
- Recognize team
- Tell the story to the community





Municipal Sector



- 444 Ontario municipalities

Tiers	Population	
• 173 Single Tier	< 1,000	80
• 32 cities	1,000 – 10,000	191
• 23 municipalities	10,000 – 25,000	80
• 28 towns	25,000 – 50,000	28
• 85 townships	50,000 – 100,000	31
• 5 villages	100,000+	34
• 30 Upper Tier		
• 241 Lower Tier		

Municipal Sector is Big Business

- Municipalities are responsible for
 - \$41.0B in annual spending
 - 270,000+ employees
 - 26 different services provided [airports to zoos]
 - Municipalities own & maintain 67% of all capital assets in Ontario (Feds 10%, Province 22%)
 - Municipalities receive only 9¢ of every tax dollar collected in Canada (Feds 47¢ , Ontario 44¢)



Careers in the Municipal Sector



Raising Public Awareness

- Better knowledge of local government by public is essential
- Enhanced awareness of local government by academia is critical
- Promote municipal career opportunities
- Quality programs & services
- Public confidence is improved



Succession Planning



ONWARD

BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS



HADDAD & ASSOCIATES
CONSULTANTS

Developing Tomorrow's Municipal Leaders



BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS



Developing Tomorrow's Municipal Leaders



ONWARD's Academia Network



Succession Planning

According to Wikipedia:

- *“Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or pass on.”*

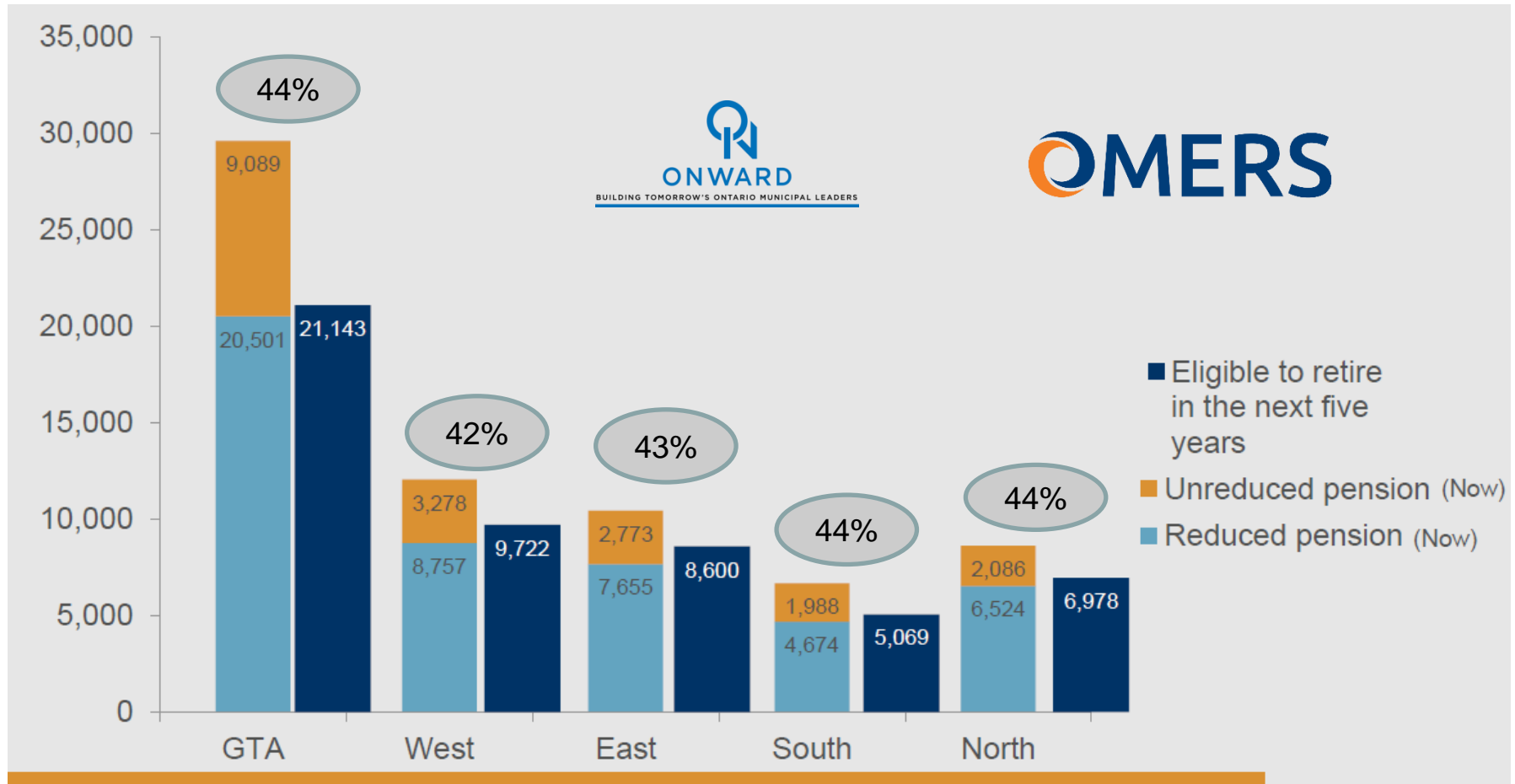


Succession Planning

- We must be prepared
- Need to develop the next generation of municipal leaders
- Councils must support resource development
- As community leaders...it is our duty



Municipal Staff Eligible to Retire by Region



Succession Planning Time to planned retirement



21%

of CAO members will be retired within 2 years



51%

of all members will retire within 5 years



46%

of CAO members will be retired within 5 years



10%

of our members will retire in less than 2 years

Length of Time Working in the Municipal Sector



39%

have been in the sector for 21-34 years



29%

have been in the sector for 11-20 years



16%

have been in the sector for 6-10 years



11%

have been in the sector less than 5 years



Mississauga's Talent Management Journey

2004 Strategic Priority – Focus on Leadership

2005 Leadership Competencies Introduced

2006 City Manager's Leadership Conference & Forums

2007 Director Succession Program Launched

2008 Leadership Talent Risk Assessment Launched

2009 Manager Succession Program Launched

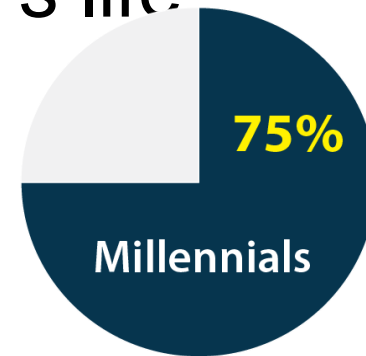
2010 Leadership Readiness Program Launched

2012 People Strategy Approved

2015 Talent Management Strategy Approved

Multi-generational Workforce...

- What are the different generations in the workplace?
- Each group has its own distinct characteristics, values & attitudes toward work, based on its generation's life experiences
 - Traditionalists...1925-1946
 - Baby Boomers...1947-1964
 - Generation X...1965-1980
 - Millennials or Generation Y...after 1980



By 2025



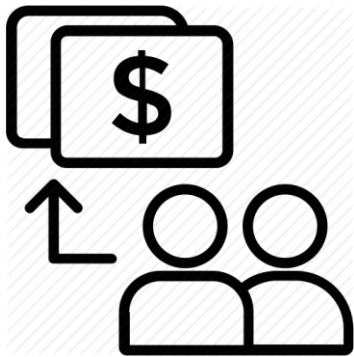
Leaders Embrace Younger Generations

- Help them grow
- Embrace diversity
- Work toward a greater purpose
- Prepare them for Industry 4.0
- Extend freedom, flexibility & responsibility
- Provide mentoring & coaching opportunities



Strategies for Cross-Generational Leadership

1. Re-energize your compensation & benefits
2. Expand your communication strategies
3. Make mentoring a constant



Changing Dynamics of Workforce

- Recruitment
 - Professional
 - Technical
 - Support
- Attracting, developing & retaining staff
- Poaching
- Compensation
- Work-life balance
- Wellness & EAP Programs
- Attracting the brightest & best
- Succession Planning value



**FLEXIBLE
WORKFORCE**



The Discipline of Success

- If you want to be successful, it makes sense to be around successful people
- The people we are surrounded by have an immeasurable impact on us
- *Who you surround yourself with matters!*



Key Takeaway

- Succession Planning is a critical element for successful leadership, knowledge transfer and transitioning as new hires fill vacated positions within the organization

Thank you



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