

# OMSSA-AMCTO Executive Diploma in Municipal Management

OMSSA is pleased to partner with the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) to bring the *Executive Diploma in Municipal Management (EDMM)* to OMSSA members.

This diploma program develops key management skills, focusing on the concepts and principles that guide management in the local government context. It is an established program offered by the Association of Municipal Managers, Clerks and Treasurers of Ontario, providing practical solutions to enhance key management skills and competencies in the municipal context.

The **OMSSA-AMCTO partnership** brings together a *human services specific cohort* that focuses program learning on the skills and needs specific to human services, making this applicable to all staff in CMSMs and DSSABs.

## Program Outcomes

The OMSSA-AMCTO cohort of this Diploma provides OMSSA members the opportunity to:

- Attend a comprehensive training program on **managing people, finances and organizational processes.**
- Understand **local government focused management trends and best practices.**
- Join a cohort **specifically aligned** towards discussing management best practices as they apply in the **human services sector.**
- Obtaining the universal management skills and tools that address many competencies in the **Human Services Leadership Program.**

## Who should enrol:

- Supervisors and managers in CMSMs and DSSABs with at least 3years municipal management experience.
- Mid-level municipal managers.
- High potential employees being prepared for management roles.
- Participants of the Human Services Leadership Program who can use this diploma towards completion of their leadership program competencies.

# Program Curriculum

This Diploma distills municipal management needs into 19 workshops, led by seasoned facilitators and practitioners with high levels of subject matter expertise. Following completion of the program workshops, participants are required to submit a final research report based on a chosen management area of key focus in human services. This report is the basis for their final evaluation.

## Learning Curriculum:

### ***Managing Organizational Performance***

Best practice strategies on how to monitor, review and improve services; develop and use performance measures as a management tool; and work with stakeholders and partners for effective service delivery. Participants will learn:

- Models of management in the public sector, and approaches to understand and manage relations between elected and administrative branches of local government, and with provincial government.
- Developing and using performance measures as a management tool.
- Obtaining and using meaningful citizen input to improve performance.

### ***Managing Money***

Strategies to align budget decisions and resource allocations to strategic priorities and service outcomes; and tools for managing with a limited resource base. Participants will get:

- An understanding of key municipal financial management processes, as well as important financial responsibilities such as annual budgets, capital asset accounting, risk management and more.
- An understanding of how to achieve financial integrity in a manner that is meaningful to council and the public.

### ***Managing People***

Strategic issues such as staff development and performance management, succession planning; HR issues such as legislation and labour relations; and skills and tools in communication and media relations. Participants will learn:

- How to develop effective HR policies addressing strategic HR issues such as workforce planning, staff attraction and retention, staff development, staff performance management, succession planning.
- What tools to use for effective succession planning to combat the impending staff shortage.
- Developing key skills to manage teams and managing staff using best practice strategies..

## Program Evaluation

A concluding evaluation process is a fundamental part of any quality educational offering. Graduates of this cohort of the Program will be able to demonstrate a comprehensive understanding of the interrelated components of management with key focus on issues of importance in the human services sector.

Program participants are evaluated on the basis of a research report on municipal management submitted following completion of the curriculum. Participants must be present at no less than 16 out of the 19 workshops and must pass the Municipal Management Research Report with minimum grade of 70%.

---

Participants of OMSSA's [HUMAN SERVICES LEADERSHIP PROGRAM](#) will be able to consolidate the expectation of this program with the HSLP and work on a common assignment to fulfil the requirements of both programs.

## Diploma Workshops

### Public Sector Trends

Participants at this 2-day workshop discuss topics such as models of management, working with elected officials, citizens and stakeholders, public service ethic; diversity and representativeness, designing participatory structures and processes, fiscal austerity and innovation, and more.

### Strategic Planning

Strategic planning and gap analysis are management tools that help organizations stay focused on their goals and use available resources in an optimal manner. This workshop identifies the key steps in developing a strategic plan for the municipal sector.

### Public Consultations and Citizen Engagement

This workshop examines the benefits attributed to the principles and practices of public voice and citizen choice. A key focus of the workshop centers on tools and techniques designed to foster two-way active dialogue between citizens and government to create a climate of social trust and connectedness.

### Organizational Behaviour and Leadership Development

This workshop will examine both the theory and practice behind organizational behaviour and leadership development. It will give participants a broad understanding of the various philosophies and concepts but more importantly, have them come away with the ability to apply those principles and concepts to their workplace. Topics include dealing with leadership, motivation, coaching/mentoring of staff, ethics and empowerment.

### Staff Council Relations

Relations and interactions between the executive and the legislative branches of municipal government form the most important link to the smooth running of municipal government. This workshop helps participants understand the nuances of this relation.

### Municipal Provincial Relations for Municipal Managers

This workshop provides a discussion forum for municipal managers to explore various topics such as understanding changes in provincial-municipal relations over the past 10 years and how provincial policies and laws are developed. It then leaves participants with specific skills, tools and techniques for building effective relationships with provincial

officials and assessing and influencing changes in these policies and laws

### Project and Portfolio Management

This workshop focuses on the key principles and elements for successful project and portfolio management, starting with the differences between the two. Careful attention will be paid to the importance of good planning and clarity as a foundation for all undertakings, planning with stated desires and outcomes at the front end.

### Public-Private Partnerships

This workshop will focus on the defining factors, circumstances, techniques, and decision-influencing criteria needed for the creation of successful public-private partnerships. These include coordination with external consultants, funding sources and structures, contracting and procurement challenges, risk management, key provincial, federal, and industry resources, and more. Essential ingredients and key influencing factors of current municipal P3 models will also be considered.

### Corporate Performance Measurement and Continuous Improvement

This workshop discusses the different types of performance measurement systems using specific examples from diverse municipal departments, along with OMBI & MPMP. Participants will learn about measurement as a management tool that is very useful in achieving continuous improvement and achievement of results for citizens.

### Internal and Public Policy Development and Evaluation

This workshop examines the subject of policy development and evaluation in a municipal government setting. The characteristics of effective organizational policies will be reviewed together with an approach for their communication, documentation and evaluation. A number of specific internal policies on employee conduct and administrative procedures will be discussed and analyzed.

### Organizational Financial Management

This workshop reviews the broad nature of the financial portfolio of a contemporary municipality and outlines the procedures and policies that are the attributes of an effective municipal financial organization. It discusses important financial responsibilities such as annual budgets, annual financial statements, as well as cash management and

investing, accounting for capital assets, and risk management.

### **Building Business Cases**

This workshop helps participants learn the formal structure for a well-documented business case, paying special attention to components of the proposed plan, feasibility analysis, milestones and deliverables. The workshop will discuss immediate and longer term financial impacts and the importance of knowing your stakeholders and decision makers when preparing and then presenting a business case. Participants will learn about corporate risk management theory as it relates to building a successful business case.

### **Corporate Financial Integrity and Controllership**

This workshop addresses the subject of corporate financial integrity and how to achieve it through effective controllership practices in the municipal government environment. Participants learn how the application of these principles protects the financial assets of a municipal corporation and its public reputation.

### **Communication and Listening Skills for Municipal Managers**

This workshop refreshes participants' understanding of what leads to effective communication. At the end of this workshop, participants will understand and identify communication and listening skills related to personal and organizational effectiveness, and will be able to develop a personal action plan to help transfer the learning to their professional role, responsibilities and workplace.

### **Human Resources Law**

This workshop is designed to provide participants with a solid foundational understanding of employment laws and legal concepts in the Province of Ontario and how they apply to employers operating in the municipal sector.

### **Program Conclusion**

Participants must be present at no less than 16 out of the 19 workshops and must pass the Municipal Management Research Report with minimum grade of 70%. The Research Report will be on a topic of the participant's choice, upon approval by OMSSA-AMCTO.

### **Labour Relations and Collective Bargaining**

This program attempts to demystify the world of labour relations by helping participants understand the proper role of management in a unionized workplace; the nature of collective bargaining; the importance of promoting positive workplace relations in a unionized environment; and more.

### **Managing Employee Performance to Achieve Organizational Results**

This workshop helps participants understand the basic concepts of results oriented employee performance management in order to help contribute to achieving organizational results and to encourage employees to learn and grow.

### **Media Relations Skills and Strategies**

At a certain point, all municipal managers will have to deal with the demands of media inquiries and interviews. This workshop provides strategies, tips and techniques that enable you to better manage these demands. It explores what you can do individually, and organizationally, to promote success stories and address issues in a responsible and professional manner. The lessons learned in this course are broadly applicable to a wide range of communications challenges and demands, including presentations, social media use and presentations.

### **Proven Strategies in Talent Development and Succession Planning**

Municipalities across the province are facing workforce shortages over the next 5 years. This workshop provides a deeper understanding of succession management and managing the current generational demographics. It provides an action plan to participants help initiate succession planning for their municipalities.

To see the Program Schedule and Workshop dates, go to  
[www.omssa.com/education/EDMM/](http://www.omssa.com/education/EDMM/)

## **Questions? Contact OMSSA**

Email: [education@omssa.com](mailto:education@omssa.com)

Phone: 416-979-4603