

FINAL REPORT
Municipal Administrators Survey

Submitted to
Local Government Issues Unit
Alberta Municipal Affairs
by
Nichols Applied Management
Management and Economic Consultants

February, 2001

TABLE OF CONTENTS

	Page
1. INTRODUCTION.....	1
2. METHODOLOGY.....	2
3. SURVEY RESULTS.....	5
3.1 Organization of Results.....	5
3.2 Employment History of CAOs.....	5
3.3 Education and Training Profile.....	8
3.4 Succession Issues.....	14
3.5 Education and Training Needs.....	16
3.6 Barriers to Training.....	23
4. SUMMARY AND CONCLUSIONS.....	27

* * *

LIST OF TABLES

1. Response Rate to the Municipal Administrator Survey as of January 12, 2001.....	4
2. Most Recent Job Prior to Current Job.....	6
3. Years of Work Experience.....	6
4. Number of Different Municipalities for Which Respondents Have Worked.....	7
5. Number of Municipalities Worked for by Type of Municipality.....	8
6. Highest Level of Formal Education.....	8
7. Level of Formal Education by Age of Respondent.....	9
8. Level of Formal Education by Municipality Type.....	9
9. Level of Education of CAO by Relative Wealth of Municipality.....	10
10. Disciplines of Degrees/Diplomas Held by CAOs.....	10
11. Professional Designations Held by CAOs of Alberta Municipalities.....	11
12. Professional Designations by Type of Municipality.....	11
13. Completion of Municipal Management Courses.....	12
14. Number of Management Courses Completed by Type of Municipality.....	12
15. Percentage of CAOs Attending Selected Training Activities in the Past Five Years.....	13
16. Average Number of Different Types of Training Events Attended by Municipality Type Over the Past Five Years.....	13
17. Expected Number of Remaining Years as a CAO of an Alberta Municipality.....	14
18. Number Retiring within Six Years.....	15

TABLE OF CONTENTS (cont'd.)

* * *

LIST OF TABLES (cont'd.)

19.	Likely Source of CAOs to Replace Those Who Plan to Retire in Next Six Years	16
20.	Importance of Various Skills and Knowledge in Specific Subject Areas.....	18
21.	Skill Areas Where CAOs Would Consider Additional Training	20
22.	Preferred Method of Receiving Further Education of Training for Potential Areas of Study	21
23.	Preferred Approach to Dealing With a Time-Sensitive Issue with Which CAOs are not Familiar.....	22
24.	Interest in Comparative Information for Similar Municipalities	22
25.	Interest in an Internet-Based Tool for Specific Purposes	23
26.	Ratings of Barriers to Further Education.....	24
27.	Annual CAO Training Budget by Size of Annual Municipal Budget.....	24

* * *

LIST OF FIGURES

1.	Timing of Survey Responses	3
2.	Preferred Days of the Week to Take Courses	25
3.	Preferred Time of Day to Take Courses	25
4.	Preferred Months in Which to Take a Course.....	26
5.	Least Preferred Months in Which to Take a Course.....	26

* * *

APPENDICES

A.	Questionnaire	
B.	Tabulations	
C.	Importance of Selected Skills and Knowledge in Successfully Fulfilling the Requirements of CAO by Type of Municipality	

1. INTRODUCTION

Alberta Municipal Affairs (AMA) recognizes the potential for significant turnover over the next three to five years in the Chief Administrative Officer (CAO) positions in Alberta municipalities. As well, there are continuing questions with regard to the training needs of CAOs as the knowledge requirements for CAOs evolve over time and as changes to available training programs are made. As a result, the department decided to conduct a survey aimed ultimately at improving the effectiveness of local government administrators in the province by ascertaining the training and human resource planning needs of municipal administrators and by providing the data necessary to target support services, resources, and programs that address those needs.

Nichols Applied Management was selected by the department to undertake the required research. This report documents the approach undertaken to complete the survey and presents the results with respect to the key issues of interest to the department.

2. METHODOLOGY

The survey was designed and conducted in close cooperation with the department. Design of the questionnaire was undertaken during October and November of 2000. The design process was informed by key informant interviews with a range of organizations including:

- Alberta Urban Municipalities Association;
- Alberta Association of Municipal Districts and Counties;
- Society of Local Government Managers;
- Local Government Administration Association;
- University of Alberta;
- Alberta Municipal Affairs; and
- Alberta Rural Municipal Administrators Association.

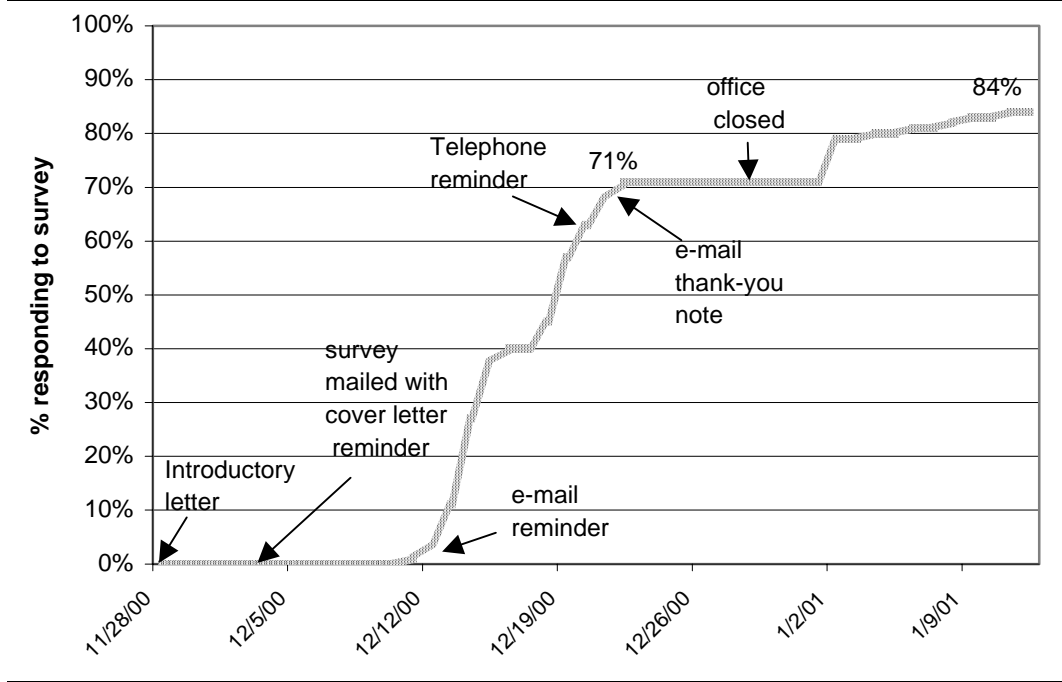
Draft questionnaires were pretested with a number of volunteer CAO participants from municipalities across the province. As a result of the pretesting of the survey instruments, further refinements were made to wording and presentation format. The final survey instrument is presented as Appendix A to this report.

A letter providing advance notification of the survey was sent from Alberta Municipal Affairs to all CAOs in the province on November 28, 2000. Approximately one week later, on December 4, 2000 the surveys were finalized and copies were mailed to all CAOs. The mailing included a copy of the questionnaire, a covering letter presenting the importance of the research and ensuring anonymity to all respondents, and a business-reply envelope.

On December 12, 2000 an e-mail reminder was sent to all CAOs for whom we had e-mail addresses (over 90%). Telephone reminder calls were made to about 100 CAOs on December 19 and 20, encouraging non-respondents to complete the surveys and forward them

immediately. On December 22, an e-mail was sent to all respondents as of that date thanking them for their response to the survey.

FIGURE 1
Timing of Survey Responses



As of December 22, a total of 71% of all CAOs had responded.

Over the following two weeks, responses were keyed into data files using a system that required the entry and subsequent reentry (verifying) of all responses to questions in order to ensure accuracy during data entry.

A number of additional responses were received over the holiday season and on into the New Year. All results received prior to January 12, 2001 were included in the results presented in this report. In total, 84% of all CAOs responded to the survey. Figure 1 depicts the timing of the receipt of completed surveys while a breakdown of response rates by type of municipality is presented as Table 1.

TABLE 1
Response Rate to the Municipal Administrator Survey
as of January 12, 2001

	Number of Municipalities	Survey Population (1)	Number of Surveys Returned	Response Rate
Cities	15	15	14	93%
Towns	109	107	104	97%
Villages	107	103	77	75%
Summer Villages	52	31	12	39%
Counties	42	41	39	95%
Municipal Districts	25	25	25	100%
Other	<u>9</u>	<u>4</u>	<u>3</u>	<u>75%</u>
Totals	359	326	274	84%

1. Excludes those municipalities with no CAO and includes only one location for those who are CAOs for more than one municipality.

The achieved response rate is high by all standards of response rates to mail surveys. Such a high response rate adds confidence that the results of the survey do in fact represent the wishes and opinions of the entire population of CAOs as so many of them are represented in this survey. In fact, in statistical terms this response rate is accurate at predicting the sentiments of the entire population of CAOs to within ± 2.4 percentage points, 19 times out of 20. Higher levels of accuracy can be boasted for sub-groups of respondents -- Municipal Districts, for example, where all 25 of them responded to the survey.

In addition, this high response rate conveys the message that questions of education, training, and succession planning for CAOs are important issues to these individuals. This amplifies the importance of the results of this research.

3. SURVEY RESULTS

3.1 ORGANIZATION OF RESULTS

The following pages present the results of the survey of municipal administrators. These results are analyzed and discussed in the following five sections, while a synopsis of survey tabulations is presented as Appendix B.

Section 3.2 examines the employment history of Chief Administrative Officers. This includes reporting of results related to years of experience, types of employment both in terms of their employers and the type of work that they have undertaken.

Section 3.3 presents the education and training profile of respondents to the survey. This includes both formal education and exposure to courses, seminars and supplementary training activities.

In section 3.4, we examine succession issues. These include projections of the number of retirees anticipated from the ranks of Alberta municipal CAOs over the next few years, opportunities for advancement within municipalities and typical/traditional career paths to the position of CAO.

Section 3.5 presents the educational and training needs of CAOs in terms of not only the types of courses that they may require, but also the attributes of those courses that they would prefer.

The reporting of findings concludes in section 3.6 with a discussion of the barriers to the training and further education of CAOs.

3.2 EMPLOYMENT HISTORY OF CAOs

3.2.1 Most Recent Job

CAOs were asked to categorize their most recent job prior to taking their current job. The results of this question are presented in Table 2.

These results clearly show that most (66%) CAOs come from the field of municipal governance and that there are a considerable number (20%) of CAOs who move from CAO of one municipality to CAO of another in the course of the advancement of their careers.

TABLE 2
Most Recent Job Prior to Current Job

	percentage of respondents
another position within current municipality	27%
CAO of another Alberta municipality	20%
in another Alberta municipality in another capacity	14%
in a municipality outside of Alberta	<u>5%</u>
Municipal Government Subtotal	66%
with a non-municipal public-sector employer	15%
with a private-sector employer	<u>19%</u>
Non-Municipal Government Subtotal	<u>34%</u>
Total	100%

Further analysis indicates that the CAOs of villages and summer villages are much less likely to have been employed in a municipal government prior to taking their current jobs. Only about 1/3 of CAOs from villages and summer villages worked for municipalities in their previous jobs. They tended to work for other public sector employers (27%) or the private sector (37%).

The discipline of prior jobs tends to be from two primary areas -- general administration (48%) and accounting or finance (25%). The balance of respondents had been previously employed in a wide range of disciplines, the next most popular of which was recreation at 5.4%.

Respondents were also asked to indicate their years of experience:

- as a CAO;
- for their current employer; and
- in municipal governance in general.

These results are presented in Table 3.

TABLE 3
Years of Work Experience

	in municipal government	for current employer	as a CAO
< 1 yr	2%	9%	10%
1 to 3 yrs	7%	16%	15%
3 to 6 yrs	7%	16%	17%
6 to 10 yrs	7%	13%	17%
10 to 15 yrs	18%	15%	14%
15+ yrs	<u>59%</u>	<u>31%</u>	<u>28%</u>
	100%	100%	100%

Further analysis of the results indicates that those with fewer years of experience in all categories tend to be the CAOs of smaller municipalities. For example, 16% of those with less than six years experience with their current employer work for municipalities with less than a \$150,000 annual budget. This percentage is only 10% for those with more than six years of experience.

Respondents were also asked how many municipalities they have worked for. As indicated in Table 4, over half of the respondents have worked for more than one municipality. This indicates a high degree of inter-municipal mobility on the part of individuals who aspire to senior positions within municipalities.

TABLE 4
Number of Different Municipalities for Which Respondents Have Worked

	% of respondents
one municipality	46%
two municipalities	21%
three municipalities	17%
four municipalities	7%
five or more municipalities	<u>9%</u>
Total	100%

Not surprisingly, those with more years of experience and those with more years of experience as CAOs are the ones who are most likely to have worked for more municipalities. As well, it is the larger municipalities that tend to recruit CAOs from other municipalities.

The prior employers of those in smaller municipalities are more likely to be from the private sector or the non-municipal public sector. Almost 90% of the CAOs for municipalities with less than a \$400,000 annual budget were recruited from either the non-municipal public sector or the private sector. Only 23% of the CAOs with budgets exceeding \$5 million were recruited from the non-municipal or private sectors.

The number of municipalities for which a CAO has worked in the past tends to be related to the size of the municipality that they currently work for. For example, only 18% of CAOs of municipalities with less than a \$1.25 million budget have worked for more than two municipalities in the past. That number increases to 46% for those with budgets greater than \$1.25 million.

Table 5 indicates that some types of municipalities tend to attract CAOs with different propensities to work in other communities. CAOs of villages, for example, tend to have limited experience in other municipalities while municipal districts tend to have more mobile CAOs.

TABLE 5
Number of Municipalities Worked for by Type of Municipality

	worked for one or two municipalities in the past	worked for three or more municipalities in the past
village	89%	11%
county ²	67%	33%
city	64%	36%
town	59%	41%
municipal district	43%	57%
summer village ¹	<u>40%</u>	<u>60%</u>
Total	67%	33%

1. Ambiguous results because a number of CAOs simultaneously manage multiple summer villages.
2. In this table and throughout the report, county and municipal district responses are disaggregated. Although these two forms of rural municipalities are highly similar in operation and function, it was found that they often exhibited statistically significant differences in the areas explored by this research. This table presents one example of the differences between these two forms of rural municipalities.

3.3 EDUCATION AND TRAINING PROFILE

3.3.1 Detailed Findings

Education levels of CAOs of Alberta municipalities are presented in Table 6. These results show that most CAOs have formal education beyond high school and 22% have at least one university degree.

TABLE 6
Highest Level of Formal Education

	% of respondents
high school or less	10%
some post-secondary/diploma/certificate	68%
university undergraduate degree or higher	<u>22%</u>
	100%

As indicated in Table 7, those with university degrees tend to be in the 45 to 49 age group and those over the age of 55 are more likely to have no formal education beyond high school than those in any other cohort.

TABLE 7
Level of Formal Education by Age of Respondent

age of respondent	% with high school or less	% with some post-secondary/ diploma/certificate	% with university undergraduate degree or higher
less than 35	10%	90%	0%
35 to 39	13%	66%	21%
40 to 44	5%	79%	17%
45 to 49	12%	53%	35%
50 to 54	4%	75%	21%
55 +	<u>20%</u>	<u>62%</u>	<u>18%</u>
overall	10%	68%	22%

Table 8 presents education levels broken down by type of municipality. As indicated, the CAOs of cities have a higher likelihood of a university degree and the CAOs of villages and summer villages have a higher-than-average likelihood of having no formal education beyond high school.

TABLE 8
Level of Formal Education by Municipality Type

	% with high school or less	% with some post-secondary/ diploma/certificate	% with university undergraduate degree or higher
city	0%	29%	71%
town	5%	71%	24%
village	21%	75%	4%
summer village	27%	55%	18%
county	5%	62%	33%
municipal district	<u>8%</u>	<u>72%</u>	<u>20%</u>
overall	10%	68%	22%

The results predictably indicate that municipalities with larger budgets have CAOs with higher levels of education. Only 9% of CAOs from municipalities with under a \$1.25 million budget have university degrees while 33% of those from municipalities with budgets of over \$1.25 million have university degrees.

There was also an interest in determining the influence of the wealth of municipalities on the education levels of the CAOs that they attract. All municipalities were identified through the study as being either "higher than the average equalized assessment per capita" or "lower than the average equalized assessment per capita" within their respective municipality type. (For summer villages, we used "assessment per dwelling unit" as our measure of comparative wealth.) Based on these

measures we categorized municipalities into "more well-off" municipalities and "less well-off" municipalities depending on whether they were above or below the average.

Table 9 shows that no relationship exists between education levels and wealth of municipalities. The CAOs of more well-off and less well-off communities have similar education profiles.

TABLE 9
Level of Education of CAO by Relative Wealth of Municipality

	% with high school or less	% with some post-secondary/ diploma/certificate	% with university undergraduate degree or higher
more well-off municipalities	10%	68%	22%
less well-off municipalities	11%	67%	23%

Respondents were asked to identify the disciplines of study related to their completed degrees and diplomas. A total of 146 of the respondents provided this information regarding their degrees/diplomas. In total the group has earned 186 degrees/diplomas in a range of disciplines. As indicated by Table 10, the field is dominated by degrees/diplomas in business/commerce and public administration, which in combination represent 62% of the degrees/diplomas held by this group.

TABLE 10
Disciplines of Degrees/Diplomas Held by CAOs

	# of degrees/diplomas	# of CAOs with degrees/diplomas
business/commerce	76	75
public admin	39	39
general arts and humanities	21	18
engineering	13	11
recreation	13	13
science	10	9
education	4	4
law	1	1
other	<u>9</u>	<u>9</u>
	186	179

In addition to degrees and diplomas, CAOs of Alberta municipalities hold a number of professional designations. A total of 106 CAOs reported professional designations, nine of whom reported two designations. These are summarized in Table 11 below.

TABLE 11
**Professional Designations Held
by CAOs of Alberta Municipalities**

	number of professional designations	%
Certified Local Government Manager (CLGM)	49	43%
Local Government Administrator (LGA) ¹	26	23%
accounting designation (CA, CMA, CGA)	17	15%
engineering designation (P.Eng., CET)	11	10%
other	<u>12</u>	<u>10%</u>
Total	115	100%

1. LGA is not actually a recognized professional designation under the Professional and Occupational Associations Registration Act.

CAOs in cities are more likely to have professional designations than those in other municipalities as indicated by Table 12. Again, this is because larger municipalities are more likely to have CAOs who have earned professional designations.

TABLE 12
Professional Designations by Type of Municipality

	no professional designation	professional designation ¹	Total
city	29%	71%	100%
town	56%	44%	100%
village	79%	21%	100%
summer village	58%	42%	100%
county	59%	41%	100%
municipal district	52%	48%	100%

1. CAOs indicating an LGA designation were included in these percentages.

Degrees, diplomas and designations have been augmented by courses and other educational programs offered by a variety of organizations. Table 13 defines the municipal management courses that have been taken by CAOs of Alberta municipalities. This table indicates the relative popularity of each of the identified courses.

Further analysis indicates that the educational discipline of the CAO does not impact who takes either the Local Government Certificate or the Senior Executive Fellows Program but these programs do tend to be more popular with administrators of mid-sized municipalities. For example, the Local Government Certificate has been taken by 59% of CAOs of mid-sized municipalities but only by 9% of CAOs with budgets over \$25 million and by 36% of those with budgets less than \$400,000.

TABLE 13
Completion of Municipal Management Courses

	# completed in past 5 years	# completed more than 5 years ago	total	percent of total # of respondents
Municipal Refresher Course (University of Alberta Extension)	74	33	107	39%
Local Government Certificate (University of Alberta Extension)	42	101	143	52%
Senior Executive Fellows Program	29	23	52	19%
Banff Centre local government programs	37	30	67	24%
other	4	7	11	4%

Table 14 shows the degree of concentration of completion of municipal management courses by type of municipality. It shows that CAOs of villages and summer villages are least likely to take any municipal management courses while CAOs of counties tend to take multiple courses.

TABLE 14
Number of Management Courses¹ Completed by Type of Municipality

	- - - - number of courses completed - - - -			
	none	one	two or more	total
city	21%	64%	14%	100%
town	21%	38%	41%	100%
village	42%	40%	18%	100%
summer village	25%	50%	25%	100%
county	10%	26%	64%	100%
municipal district	28%	20%	52%	100%

1. Management Courses include the Municipal Refresher Course, the Local Government Certificate, the Senior Executive Fellows Program and local government programs at the Banff Centre.

The number of courses taken by CAOs appears to be unrelated to the wealth of their municipality. To illustrate this, 35% of CAOs from municipalities categorized as "less well off" and a similar number (38%)

of those from municipalities considered "more well off" have taken two or more municipal management courses.

Table 15 indicates attendance at a number of other training opportunities over the past five years.

Sponsoring Organization	workshops	seminars	conventions
AUMA	59% (163)	56% (154)	62% (171)
AAMDC	20% (55)	15% (41)	26% (71)
AARMA	13% (36)	12% (32)	19% (52)
SLGM	7% (20)	7% (19)	4% (12)
LGAA	33% (91)	31% (86)	31% (84)
Alberta Municipal Affairs	51% (139)	40% (110)	4% (12)

1. Number in brackets () indicates the number of CAOs attending selected training activities

Attendance at these training events differs by type of municipality. CAOs of cities and summer villages tend to attend fewer different types of events on average than other CAOs. CAOs of counties, on the other hand, tend to attend a broader range of training activities. The number of different types of training events attended varied by the size of the budget of the municipality. CAOs of municipalities with larger budgets tended to attend more training events (except for CAOs of cities, perhaps because there are fewer training events of direct relevance to CAOs of larger urban municipalities). As a result, counties, towns, and municipal districts attend the most number of training events. The number of training events attended was not related to the age of the CAO.

Municipality Type	Average Number of Training Events Attended	Number Responding
city	2.3	14
town	4.4	104
village	3.1	77
summer village	2.5	12
county	5.1	39
municipal district	3.9	25

1. Training events include workshops, seminars and conventions sponsored by AUMA, AAMDC, AARMA, SLGM, LGAA, and Alberta Municipal Affairs.

3.3.2 Summary of Education and Training Profile

In summary, the CAOs of larger municipalities tend to have degrees and/or diplomas. Fields of study are typically job-related with many having training in business or public administration and commerce. Supplementing their formal education, many CAOs also have professional designations.

CAOs tend to supplement their educational and professional backgrounds with municipal-specific management training courses. This tends to happen more often with CAOs from counties and less often with CAOs from villages.

In addition, seminars, workshops and conventions hosted by the municipal associations in Alberta provide further training opportunities for CAOs. Most municipal administrators have attended multiple types of training events over the past five years.

Interestingly the propensities to attend municipal-specific training courses as well as other learning opportunities are generally unrelated to the comparative wealth of the municipality or the age of the CAO, but they tend to be related to the size of the municipal budget.

3.4 SUCCESSION ISSUES

The need for succession planning within municipalities and within the province in general is perhaps best demonstrated by Table 17. This table clearly indicates that about 1/3 of all CAOs in the province expect to no longer be CAOs within the next six years.

TABLE 17
Expected Number of Remaining
Years as a CAO of an Alberta Municipality

years remaining	Number	Percent	Cumulative Percent
< 1 yr	6	2%	2%
1 to 3 yrs	30	11%	13%
3 to 6 yrs	56	21%	34%
6 to 10 yrs	68	25%	59%
10 to 15 yrs	61	23%	82%
15+ yrs	48	18%	100%
Total Responding	269		

When examining anticipated retirements from CAO positions by age of the CAO, it is not surprising that older CAOs are more likely to be retiring. What is surprising, however, is that there are 24 CAOs under the age of 50 who anticipate remaining as CAOs for only six years or less. Their comparatively young age may suggest that these individuals are anticipating a career change rather than retirement. In fact, 29% of those who anticipate being no longer employed as a municipal CAO in Alberta six years from now indicated that they would likely seek work outside of municipal government prior to retiring.

Long range capital planning is being sacrificed in some instances by those who are planning to retire in the next six years. A total of 69% of CAOs who are not planning to retire in the next six years reported the existence of a long-range capital plan. However, only 58% of those planning to retire by 2007 reported the existence of a long-range capital plan.

There are no statistically significant differences in the projected retirement rates between municipality types. All types of municipalities are therefore going to be impacted by this anticipated larger-than-average number of retirements.

TABLE 18
Number Retiring within Six Years

Municipality Type	retiring within six years	retiring within 10 years
city	3	10
town	37	58
village	26	41
summer village	7	11
county	8	25
municipal district	<u>9</u>	<u>12</u>
Total	92	157

Respondents were asked to indicate from where they expect their replacements to be recruited. Over 50% of those who anticipate retirement or a career change in the next six years suggest that the likely source of their replacement will be from the ranks of CAOs in other Alberta municipalities. This suggests that the anticipated departures from 1/3 of municipalities will be amplified by recruiting efforts from within the ranks of Alberta CAOs. Significant turnover -- substantially exceeding 33% -- can then be anticipated over the next six years among municipal CAOs in Alberta.

TABLE 19
Likely Source of CAOs to Replace Those Who Plan to Retire in Next Six Years

	% reporting as "likely" or "very likely" source ¹
employed previously as CAO of another Alberta municipality	52%
employed previously in another capacity with another AB municipality	37%
promoted from within the municipality	30%
employed previously by a public-sector employer	22%
employed previously by a private-sector employer	21%
employed previously in a municipality outside Alberta	18%
never employed prior to taking CAO position	6%

1. Does not add to 100% as data are drawn from a question that asks "on a scale of from 1 to 5, how likely do you think it is that your replacement will be" recruited from the list of options. Some respondents answered 4 or 5 to a number of options and hence are included multiple times in this table.

Those planning to retire or change careers in the next six years feel similarly to others that their replacements should have skills in the areas of general administration and accounting/finance.

As a potential strategy for addressing the need for developing CAOs over the next few years, the questionnaire included a question regarding the relevance of an internship program. Respondents were asked if they felt a "municipal administration internship program an appropriate way to address succession planning issues?". A total of 47% felt that it would be appropriate while 44% did not know. Only 9% stated that it would not be appropriate. The question did not provide detail as to the terms of an internship program and likely was the reason for the high number of "don't know" responses. The concept of an internship program may warrant further consideration in that there were five CAOs in favour of it for every one that was against the idea.

3.5 EDUCATION AND TRAINING NEEDS

Respondents were asked to identify the particular skills and knowledge areas that are important to being able to fulfill the requirements of the position of CAO. In the area of skills required, communications and interpersonal skills were indicated as the most important skills for a CAO.

Specific knowledge areas of primary importance to successfully undertaking the position of CAO include a comprehensive understanding of legislation and how it impacts municipalities. A sound understanding of accounting principles was indicated as very important as well. These findings are presented in Table 20.

CAOs were also given the opportunity to indicate other areas of importance in regards to skill or knowledge requirement for the job that were not identified in the list provided in the questionnaire. A wide range of other options were offered and are listed in Appendix C along with a breakdown of skills and knowledge needs by municipality type. A number of skills indicated in this manner tended to have a similar theme. They related to personal attributes of maturity, integrity, personal development and management of stress. A total of almost 10% of respondents indicated these skills as being important.

The skill and knowledge varied somewhat by type of municipality as well as by municipal wealth and by the size of the municipal budget. Key areas where skill and knowledge requirements differed are as follows:

- drafting bylaws and policy was a skill of greater importance to CAOs in smaller municipalities and those in less well-off municipalities than they were to their counterparts in larger and more well-off municipalities;
- interpersonal communication skills were less important to the CAOs of the smallest municipalities as compared to those in larger municipalities although all CAOs rated the skill as quite important;
- public relations skills were more important to CAOs of municipalities that are comparatively less well-off than to CAOs of more well-off municipalities. Interestingly these skills were also more important in towns and villages although all municipalities did rate the skill as quite important;
- mediation skills were not considered to be as important by CAOs of the smallest municipalities than they were by CAOs of larger municipalities. They were also considered to be somewhat more important

to CAOs in the less well-off municipalities than they were to those in more well-off municipalities;

- strategic thinking and planning skills were considered to be more important to CAOs in the less well-off municipalities than they were to other CAOs. As well, CAOs of cities and those in the largest municipalities tended to rate this skill somewhat higher than did other CAOs;

TABLE 20

**Importance of Various Skills and Knowledge
in Specific Subject Areas**

SKILLS	Mean score on a scale of from 1 to 5 where 1 is "not at all important" and 5 is "very important"
interpersonal communication skills	4.74
public relations skills	4.63
written communication skills	4.54
financial management and budgeting skills	4.53
strategic thinking and planning skills	4.38
time management skills	4.34
mediation and negotiation skills	4.23
presentation skills	4.23
skills in drafting bylaws and policy	4.19
skills in the use of computers	4.10
skills at contracting out services	3.67
 KNOWLEDGE	
knowledge of municipal legislation	4.59
knowledge of other legislation impacting municipalities	4.32
understanding of accounting principles	4.26
knowledge of human resource management	4.11
knowledge of management practices and theories	4.00
knowledge of business planning theories	3.88
knowledge of information technology	3.84
knowledge of performance measurement practices	3.77
knowledge of provincial government structure	3.73

- financial management and budgeting skills were deemed to be more important by CAOs in towns and villages than by CAOs in other municipalities although these skills were indicated as important in all municipalities;

- the need for the CAO to have skills in the use of computers diminishes as the size of the municipality increases;
- similarly, the need for knowledge of accounting principles declines as the size of the municipality increases; and
- CAOs in mid-sized municipalities indicated a higher level of importance to the area of human resource management than did those in either larger or smaller municipalities.

These last three observations reflect the reliance in smaller municipalities on the CAO for day-to-day responsibilities. In larger municipalities CAOs have staff that diminish their need for knowledge in specific areas, e.g., writing bylaws, knowledge of legislation, computer skills, accounting knowledge, information systems. With regard to human resources, larger municipalities likely also have dedicated staff resources to address human resource issues while smaller municipalities have limited staffing needs. Consequently it is the mid-sized municipalities that place greater importance on knowledge of human resource management practices.

Table 21 presents these same skill and knowledge areas for potential training in order of their importance to successfully fulfilling the role of CAO. Note that virtually all CAOs would consider additional study in the areas of municipal legislation and on the impacts of other legislation on municipalities to be important.

TABLE 21
Skill Areas Where CAOs Would Consider Additional Training

Skills	% who would consider additional training
skills in the use of computers	94%
strategic thinking and planning skills	92%
financial management and budgeting skills	89%
mediation and negotiation skills	89%
presentation skills	88%
public relations skills	88%
interpersonal communication skills (with staff and council)	86%
time management skills	86%
skills in drafting bylaws and policy	84%
skills at contracting out services	82%
written communication skills (correspondence and reports)	74%
 KNOWLEDGE	
knowledge of municipal legislation (e.g., Municipal Government Act)	98%
knowledge of other legislation impacting municipalities	98%
knowledge of performance measurement practices	95%
knowledge of information technology (computer systems)	92%
knowledge of management practices and theories	90%
knowledge of human resource management practices	88%
knowledge of business planning theories	88%
knowledge of provincial government structure (departments, etc.)	85%
understanding of accounting principles	75%

Table 22 presents the method by which CAOs would like to receive training in each of these areas. Note that often CAOs suggested a combination of approaches to address these training needs.

In general, however, most CAOs still are most comfortable with workshops and classroom settings for studies in these areas. This is supported by responses to another question that clearly indicated that "meeting other CAOs and senior municipal officers is an important benefit to classroom training". Over 85% of CAOs agreed or strongly agreed with this statement.

TABLE 22
Preferred Method of Receiving Further
Education or Training for Potential Areas of Study
(multiple responses permitted)

	internet- based	corres- pondence	workshops	classroom setting	mentorship arrange- ments
SKILLS					
interpersonal communication skills (with staff and council)	10%	8%	55%	43%	12%
public relations skills	12%	8%	62%	40%	8%
written communication skills (correspondence and reports)	25%	20%	36%	26%	2%
financial management and budgeting skills	32%	23%	46%	38%	7%
strategic thinking and planning skills	18%	13%	58%	42%	13%
time management skills	28%	15%	51%	24%	3%
presentation skills	8%	6%	57%	47%	5%
skills in drafting bylaws and policy	32%	19%	48%	23%	6%
mediation and negotiation skills	13%	11%	57%	46%	7%
skills in the use of computers	38%	7%	44%	50%	4%
skills at contracting out services	25%	19%	48%	25%	7%
KNOWLEDGE					
knowledge of municipal legislation (e.g., Municipal Government Act)	45%	29%	60%	32%	10%
knowledge of other legislation impacting municipalities	43%	26%	59%	22%	8%
understanding of accounting principles	24%	24%	31%	36%	4%
knowledge of human resource management practices	20%	17%	52%	41%	7%
knowledge of management practices and theories	24%	21%	53%	41%	7%
knowledge of business planning theories	24%	22%	47%	42%	5%
knowledge of information technology (computer systems)	40%	11%	48%	45%	3%
knowledge of performance measurement practices	30%	21%	57%	34%	8%
knowledge of provincial government structure (departments, etc.)	42%	29%	35%	14%	4%

Reliance on the knowledge and skills of colleagues is further demonstrated in responses to a question regarding how CAOs would respond to a time-sensitive issue that they had not previously confronted. Table 23 indicated that CAOs are most likely to call a colleague in another municipality.

TABLE 23
Preferred Approach to Dealing With a Time-Sensitive Issue With Which CAOs are not Familiar

Options	first choice	second choice	third choice	Total
phone a colleague in another municipality	46%	35%	11%	93%
discuss with staff	24%	16%	8%	49%
call municipal advisors (AB Municipal Affairs)	23%	21%	24%	69%
access information about the issue on the internet	2%	6%	16%	24%
call one of the Associations	1%	12%	24%	37%
refer to publications/articles/books	1%	7%	11%	20%

Still further indication of the importance of the input of other municipalities comes from responses to a question asking about interest in having comparative information available to them. Table 24 indicates significant levels of interest among CAOs in comparative information from other municipalities in a number of subject areas.

TABLE 24
Interest in Comparative Information for Similar Municipalities

	yes	maybe	no/don't know	Total
service levels	82%	14%	4%	100%
costs of service	87%	11%	1%	100%
best practices	81%	17%	1%	100%
administrative practices	76%	23%	1%	100%
council practices	75%	23%	2%	100%

Interest in comparative information was widespread across all municipality types as well size and wealth of municipalities¹. This interest in the activities and experiences of others translates into significant interest in an internet tool that could provide comparative information and facilitate communications between similar municipalities. These findings are presented in Table 25. These results show significant interest in the concept with minimal negativity. Some respondents indicated that they did not know if they could benefit from

¹ The only exception to this rule related to CAOs with budgets under \$150,000. These CAOs tended to be less interested in comparative information related to "best practices" than were CAOs of municipalities with larger budgets.

such a tool. Those CAOs who tended not to be as comfortable in the use of computers generally were the ones to indicate that they did not know how useful such a tool would be.

TABLE 25
Interest in an Internet-Based Tool for Specific Purposes

	yes	no	don't know	Total
Benefit from internet-based tool providing comparative information	93%	1%	6%	100%
Benefit from an internet-based networking tool to facilitate communications with other municipalities	78%	4%	19%	100%

The research also explored the nature and depth of the business planning process in place in Alberta municipalities. The research found that a total of 59% of municipalities do not have a current business plan. Most of those who have a business plan and some of those who don't considered themselves to be capable of producing one -- 74% in total. The interest in assistance in business plan development tended to be widespread. 80% of CAOs expressed an interest in this option. These CAOs included 74% of those from municipalities that have a business plan and 94% from those whose municipalities do not. This level of interest extended across all municipality types as well as wealth and size classifications. The importance placed on budgeting and planning is reinforced by indications that over 50% of CAOs would like to spend more time on these activities and on average it already consumes 10% of their time (see Appendix B page 7 for detailed tabulations).

3.6 BARRIERS TO TRAINING

Respondents were asked to rate potential barriers to obtaining additional training. Results for this question are presented by municipality type in Table 26 below. This table shows that for CAOs in most municipalities, the challenge is to find the time necessary to be away from the office. Summer Villages were the exception to this rule. Their principle barriers relate to the financial costs of attendance.

TABLE 26
Ratings of Barriers to Further Education

(mean scores on a scale of from 1 to 5 where
1 is "not a barrier" and 5 is "a significant barrier")

Potential Barriers	City	Town	Village	Summer	County	MD	Total
	(n=14)	(n=104)	(n=77)	Village (n=12)	(n=39)	(n=25)	(n=274)
	----- average response on scale of 1 to 5 ³ -----						
the time that it takes away from the office ¹	3.6	4.2	4.0	2.6	4.0	3.8	4.0
the travel distance (both time and costs) ¹	2.0	3.2	3.7	2.8	2.8	3.8	3.2
the availability of courses that are relevant to your needs	2.3	3.0	3.0	2.5	3.2	3.2	3.0
the time of the year in which relevant courses are offered	2.4	2.9	2.9	2.1	3.2	3.2	2.9
the time that it takes away from your personal time	2.9	2.7	3.0	2.5	2.8	3.2	2.8
money within the municipal budget for training ¹	1.9	2.5	3.4	3.2	2.2	1.8	2.6
the days of the week when relevant courses are offered ¹	2.0	2.5	2.8	1.5	2.5	2.7	2.5
your knowledge and comfort with computers	1.6	1.9	2.0	1.8	2.3	1.5	1.9

1. Differences are significant at a .05 level of confidence.

2. Bold font indicates the most significant barrier for each municipality type.

Table 27 reinforces this finding and indicates that in general municipalities with smaller budgets have fewer resources to devote to CAO training. Within each budget cohort, there were no statistical differences between the training budgets of the more well-off and less well-off municipalities reinforcing again that it is overall size of municipality and not their relative wealth that influences training levels.

TABLE 27
Annual CAO Training Budget by Size of Annual Municipal Budget

training budget	----- municipal budget -----				
	< \$400,000	\$400,000 to \$1.25 million	\$1.25 to \$5 million	\$5 to \$10 million	> \$10 million
< \$500	54%	12%	6%	5%	0%
\$500 to \$1,499	36%	47%	38%	26%	16%
\$1,500 to \$2,499	8%	24%	30%	36%	22%
\$2,500 to \$3,499	0%	7%	21%	12%	27%
> \$3,500	<u>2%</u>	<u>10%</u>	<u>5%</u>	<u>21%</u>	<u>35%</u>
	100%	100%	100%	100%	100%

Respondents were asked to state their preference for the timing of courses. They indicated a preference for full-day courses held mid-week. Figures 2 and 3 present these findings.

FIGURE 2
Preferred Days of the Week to Take Courses

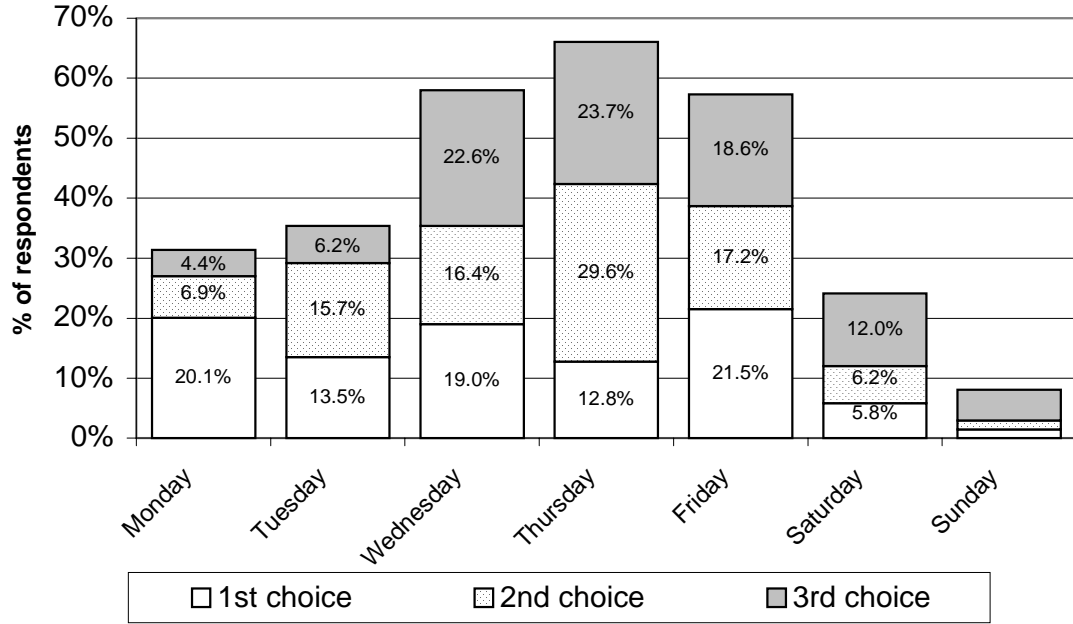
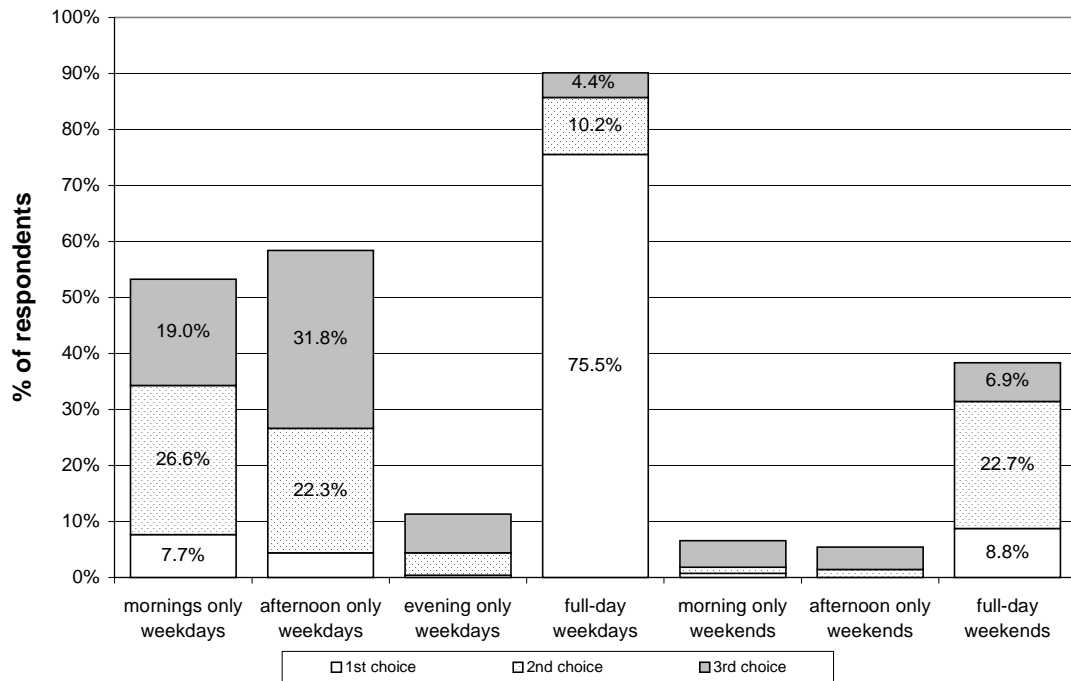
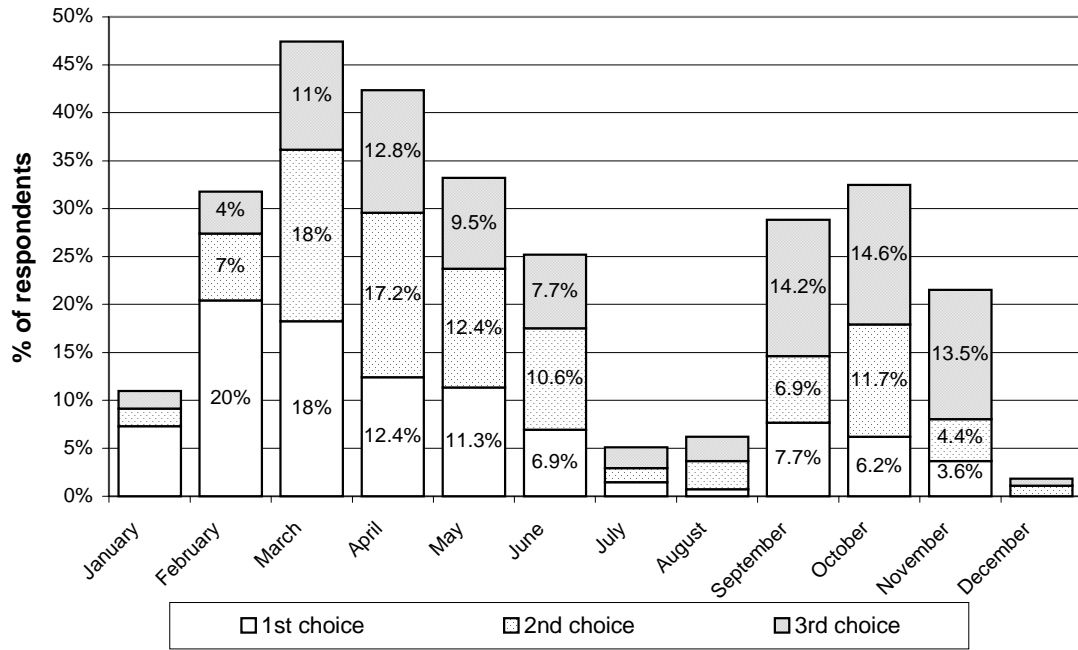


FIGURE 3
Preferred Time of Day to Take Courses

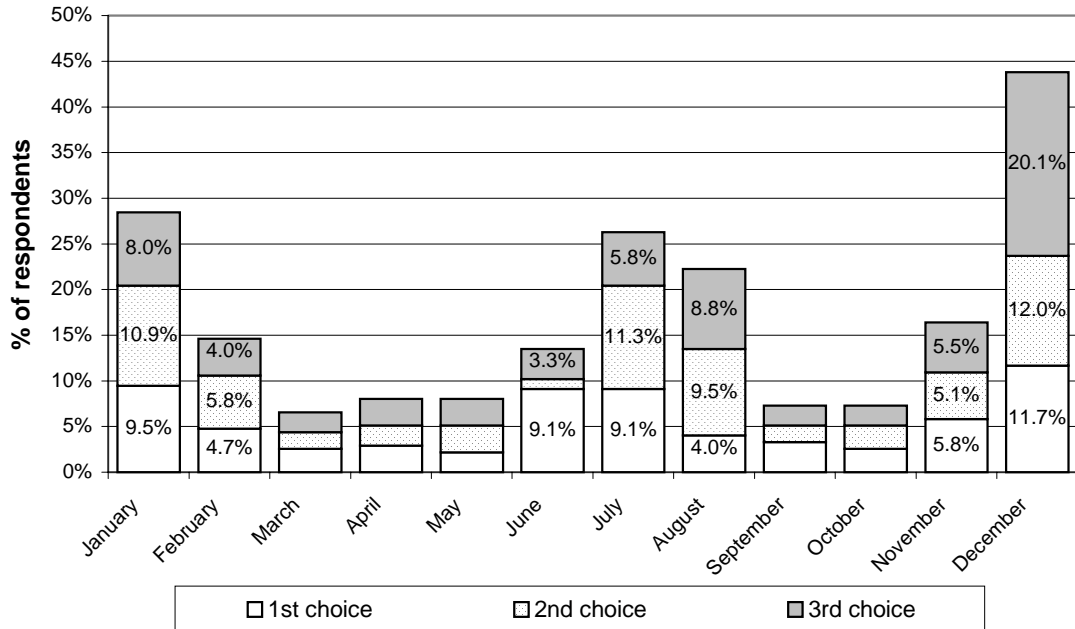


The best and worst months for taking courses are indicated in Figures 4 and 5 respectively. They show a distinct preference for courses in late winter and early spring and a preference to avoid December and January as well as July and August.

**FIGURE 4
Preferred Months in Which to Take a Course**



**FIGURE 5
Least Preferred Months in Which to Take a Course**



4. SUMMARY AND CONCLUSIONS

The high levels of cooperation by CAOs in completing this survey in large numbers validate this research for two reasons. First of all, the 84% response rate ensures a high level of statistical validity to the research. Secondly, the high response rate from busy professionals indicates that the issue of education and training is considered to be important by CAOs of Alberta municipalities. If it were an unimportant topic in their eyes, the response rate would have been much lower.

With that observation in mind, education and training is probably of greatest interest to CAOs of cities, towns, counties and municipal districts, all of which had over a 90% response rate. CAOs of villages, with a response rate of 75%, still show a strong interest in education and training for CAOs, but as a group, CAOs in summer villages with only a 39% response rate may not be as interested in the topic.

The research found that CAOs tended to have worked in municipal government for some period of time. 77% have worked for municipal governments for over 10 years and 54% have worked for more than one municipality. CAOs tend to aspire to work for larger municipalities as their careers evolve and there is a high degree of mobility of senior administrators among municipalities.

Education in general, which could be defined to include formal education, professional designations, municipal management courses, and attendance at other selected training activities, tends to be highest in the mid-sized to large municipalities. While CAOs in the largest municipalities may have the highest levels of formal education, they tend to be less likely to attend other training events or municipal management courses, perhaps because they consider the topics covered in these courses to be redundant to training received through their formal education. In general, however, and in keeping with the response rates to the surveys, a great deal of importance is placed on education and training among the CAOs of the larger municipalities.

The research also confirmed suspicions that there will be a comparatively high turnover among CAOs in the coming six to ten years. Over 1/3 of CAOs plan to retire or undertake a career change in the coming six years and by the end of 2010, close to 60% of the current CAOs will no longer be working as CAOs in Alberta

municipalities. These numbers will be amplified by the fact that there is a high degree of mobility among municipalities currently at the CAO level. Most CAOs have already worked for more than one municipality and many who plan to leave their posts in the next few years anticipate that their positions will be filled by a CAO from another Alberta municipality. Based on this research and historical patterns of CAO recruitment, the consultants estimate that turnover at the CAO level will exceed 50% in the next six years. These findings suggest that municipal councils should be actively considering succession planning and strategies for retention of top staff.

The importance placed on training and education by CAOs and the anticipated need to fill vacancies in the near future suggests a need for vigorous efforts in the training of CAOs and their potential replacements. This research presents findings with regard to the types of training that would be most valued by CAOs. While there are numerous areas where training and further education would be of value, knowledge of municipal legislation and knowledge of other legislation and how it impacts municipalities were two topics that scored very high. They were ranked highest both in terms of importance to functioning well as a CAO and as areas that CAOs would consider for additional training.

The methods of training preferred by CAOs varied by subject matter. There are some areas, including study of legislation, where internet-based training and correspondence showed some levels of support. Still, however, workshops and classroom settings dominated the approaches favoured by CAOs. The consultants anticipate that stated preferences for workshops and classroom learning are the result of a number of factors:

- CAOs are quite familiar with workshops and classroom training -- it is how they have tended to be trained in the past. As newer generations of CAOs arrive who have experienced internet training, classroom and workshop-based training may become less important;
- workshops and classroom training allow for personal interaction among CAOs and other senior administration staff in Alberta municipalities. This form of networking is key to the functioning of municipalities and is often the preferred method for CAOs to solve problems. Workshops and classroom

learning allow CAOs to build and maintain networks with other senior municipal officials which becomes an ancillary benefit of the training process; and

- some CAOs who expressed reluctance concerning computer-based training may have lower computer literacy levels. This may discourage them from considering such options and may limit their understanding of the full capabilities of computer-based learning.

Consistent with the importance that CAOs place on networking and referencing the experience of others, respondents expressed a strong degree of support for the ready availability of comparative municipal information. As well, they expressed interest in an internet-based tool that would help them to access this information and to communicate on-line with other CAOs. It is possible that if CAOs could learn how to network on-line that the interest levels in classroom and workshop settings may diminish. The development of an internet-based communications tool, then, might condition CAOs to be more receptive to computer-based learning in the future.

The challenges to obtaining training tend to be time related. The position of CAO comes with significant time commitments. CAOs find it difficult to get away from the office for a few days to take a course -- especially when excessive travel is required to attend the course. Only the smallest of municipalities suggest financial barriers as the dominant reason for foregoing needed training.

Time conflicts with other municipal responsibilities are amplified by a preference for daylong courses on Wednesdays, Thursdays and Fridays.

It is clear that training is important to successful CAOs and that there is a need to train a substantial number of new CAOs over the next few years. It is also clear that fitting classroom training into their busy schedules is a challenge. The time required traveling to and from courses and the time for the course itself makes for a significant commitment on the part of CAOs, especially those who live a distance from places where courses are traditionally offered. CAOs attempt to find ways to overcome these obstacles because they appreciate the importance of training and they recognize an ancillary benefit in networking with CAOs from other Alberta municipalities.

In the longer term it may be that internet-based learning will help to solve the problems associated with the significant time commitment involved in taking courses in traditional classroom settings. That is likely to only happen as CAOs become more comfortable with networking on-line and using the full capabilities of internet conferencing and "chatting" to "meet" on-line with their colleagues in other municipalities -- so that on-line training can provide the supplementary benefit of networking that classroom training affords. The development of tools that encourage the use of these technologies will help to hasten the arrival of the time when more courses can successfully be offered at a distance using computer-based technologies.

APPENDIX A

Questionnaire

Survey of CAO Further Education, Training, and Succession Planning Issues

This questionnaire is to be completed by the Chief Administrative Officer of the municipality.

We have endeavored to make the questionnaire easy to answer by using a multiple-choice format. While most questions only require you to check () a response, we would be pleased to review any additional comments that you may wish to provide.

NOTE TO THOSE WHO ARE THE CAO FOR MULTIPLE MUNICIPALITIES:

If you hold the CAO position with regard to a number of municipalities, please **provide responses related to the municipality with the largest budget.**

Thank you for participating in this research project.

EMPLOYMENT

1. How long have you been a CAO in an Alberta municipality?

- ₁ less than one year
 ₂ one to three years
 ₃ three to six years
 ₄ six to 10 years
 ₅ 10 to 15 years
 ₆ 15 or more years

2. How many years have you worked in municipal government?

- ₁ less than one year
 ₂ one to three years
 ₃ three to six years
 ₄ six to 10 years
 ₅ 10 to 15 years
 ₆ 15 or more years

3. How many years have you worked for your current employer?

- ₁ less than one year
 ₂ one to three years
 ₃ three to six years
 ₄ six to 10 years
 ₅ 10 to 15 years
 ₆ 15 or more years

4. How many more years do you anticipate working as a CAO in an Alberta municipality?

- ₁ less than one year
 ₂ one to three years
 ₃ three to six years
 ₄ six to 10 years
 ₅ 10 to 15 years
 ₆ 15 or more years

5. In your career to-date, how many different municipalities have you worked for?

_____ (# of municipalities)

6. How likely is each of the following scenarios with regard to your future employment with your current employer? Please provide a percentage estimate for each of the three possibilities in the space provided.

_____ leave the employ of municipality to work for another municipality

_____ work outside of municipal government prior to retirement

_____ remain with current employer until retirement

100% total

7. On a scale of 1 to 5, where 1 is "very poor" and 5 is "excellent" how would you rate the opportunities for advancement within your municipality for a new employee with management potential?

very poor					excellent
1	2	3	4	5	
1	2	3	4	5	

8. Which of the following best describes the most recent job you held prior to your current position as CAO? **(please check only one)**

- 1 another position within the municipality
- 2 CAO of another Alberta municipality
- 3 in another capacity with another Alberta municipality
- 4 with another municipality outside of Alberta
- 5 with a non-municipal public-sector employer
- 6 with a private-sector employer
- 7 other _____
please specify

9. Which of the following best describes the type of position that you held **immediately prior** to becoming a CAO of an Alberta municipality? Please indicate whether or not that position was with a municipality, another public-sector employer, or a private-sector employer. If you were never employed prior to taking a CAO position, please proceed to question 10. **(Please check only one.)**

	for a municipality	for a public-sector employer	for a private-sector employer
a. general administration	1	7	13
b. engineering	2	8	14
c. accounting/finance	3	9	15
d. public works	4	10	16
e. recreation	5	11	17
f. planning/development	5	11	17
g. family/community services	5	11	17
h. other _____ <i>please specify</i>	6	12	18

EDUCATION AND TRAINING

10. Which of the following best describes your highest level of formal education? **(Please check only one.)**

- 1 less than high school completion
- 2 high school completion
- 3 some community college
- 4 community college certificate or diploma
- 5 technical school certificate / journeymen papers
- 6 some university / university certificate / university diploma
- 7 university undergraduate degree
- 8 university graduate degree or higher

11. *If applicable, in which of the following fields do you hold a university degree or a college diploma? (Please check all that apply.)*

	college diploma (excluding certificates)	undergraduate degree	graduate degree
general arts and humanities	1	10	19
business / commerce	2	11	20
education	3	12	21
engineering	4	13	22
law	5	14	23
public administration	6	15	24
recreation	7	16	25
science	8	17	26
other _____ <i>please specify</i>	9	18	27

12. Which of the following professional accreditations do you have?

- 1 accounting designation (CA, CMA, CGA)
 2 engineering designation (P.Eng., CET)
 3 CLGM
 4 planning designation (MCIP)
 other (*please specify*) _____

13. Which of the following municipal management courses have you completed? – *within the past five years and more than five years ago*

	completed in past 5 years	completed more than 5 years ago
a. Municipal Refresher Course (U of A Extension)	1	2
b. Local Government Certificate (U of A Extension)	1	2
c. Senior Executive Fellows Program	1	2
d. Banff Centre local government programs	1	2
e. other _____ <i>please specify</i>	1	2

14. Please indicate if you have attended any workshops, seminars or conventions arranged by the following organizations in the past five years.

	workshops	seminars	conventions
a. AUMA	1	2	3
b. AAMDC	1	2	3
c. AARMA	1	2	3
d. SLGM	1	2	3
e. LGAA	1	2	3
f. Alberta Municipal Affairs	1	2	3
g. other _____ <i>please specify</i>	1	2	3
h. other _____ <i>please specify</i>	1	2	3
i. other _____ <i>please specify</i>	1	2	3

15. Which of the following age groups are you in?

- ₁ less than 30 years old ₂ 30 to 34 years old ₃ 35 to 39 years old
₄ 40 to 44 years old ₅ 45 to 49 years old ₆ 50 to 54 years old
₇ 55 to 59 years old ₈ 60 to 64 years old ₉ 65 or over

16. On a scale from 1 to 5, where 1 is “not at all prepared” and 5 is “very prepared”, how prepared did you feel that you were in each of the following areas for the position of CAO when you first started in that job?

	not at all prepared 1	2	3	4	very prepared 5
a. overall required skills of a CAO	1	2	3	4	5
b. knowledge of local government	1	2	3	4	5
c. knowledge of relevant legislation	1	2	3	4	5
d. skills in working with council	1	2	3	4	5
e. skills in working with staff	1	2	3	4	5
f. skills in business/strategic planning	1	2	3	4	5

17. With regard to the following work-related learning, please indicate who paid for:

	municipality	self	shared	other	not applicable
a. tuition/registration fees for the last course that you took	1	2	3	4	5
b. books and materials for the last course that you took	1	2	3	4	5
c. expense to attend the last course (e.g., travel and accommodation)	1	2	3	4	5
d. registration and expenses for the last workshop/seminar/conference you attended	1	2	3	4	5

FURTHER EDUCATION AND INFORMATION ISSUES

18. On a scale from 1 to 5, where 1 is “not at all important” and 5 is “very important”, how important are each of the following to successfully fulfill the requirements of your job?

	not at all important 1	2	3	4	very important 5
SKILLS					
a. skills in drafting bylaws and policy	1	2	3	4	5
b. written communication skills (correspondence and reports)	1	2	3	4	5
c. interpersonal communication skills (with staff and council)	1	2	3	4	5
d. presentation skills	1	2	3	4	5
e. public relations skills	1	2	3	4	5
f. mediation and negotiation skills	1	2	3	4	5

	not at all important		3	very important	
	1	2		4	5
g. time management skills	1	2	3	4	5
h. strategic thinking and planning skills	1	2	3	4	5
i. skills at contracting out services	1	2	3	4	5
j. financial management and budgeting skills	1	2	3	4	5
k. skills in the use of computers	1	2	3	4	5
KNOWLEDGE					
l. understanding of accounting principles	1	2	3	4	5
m. knowledge of human resource management practices	1	2	3	4	5
n. knowledge of management practices and theories	1	2	3	4	5
o. knowledge of business planning theories	1	2	3	4	5
p. knowledge of information technology (computer systems)	1	2	3	4	5
q. knowledge of municipal legislation (e.g., Municipal Government Act)	1	2	3	4	5
r. knowledge of other legislation impacting municipalities	1	2	3	4	5
s. knowledge of provincial government structure (departments etc.)	1	2	3	4	5
t. knowledge of performance measurement practices	1	2	3	4	5

19. What other skills would you consider to be **very important** for those in the position of CAO?

20. What percentage of your time did you spend in each of the following areas over the last year? Please indicate as well if you would like to be able to spend less time or more time in each of these areas, or if you think that you spend about the right amount of time.

	% of your time	would like to spend less time	spend right amount of time	would like to spend more time
a. finance	_____	1	2	3
b. accounting	_____	1	2	3
c. administration	_____	1	2	3
d. budgeting/strategic planning	_____	1	2	3
e. management of staff and dealing with staff issues	_____	1	2	3
f. managing services and programs	_____	1	2	3
g. drafting by-laws and policy	_____	1	2	3
h. dealing with the public	_____	1	2	3
g. dealing with council	_____	1	2	3
i. other _____ <i>specify</i>	_____	1	2	3

total

100%

21. What follows is a list of some of the areas in which CAOs typically are involved. Please indicate whether the amount of time you devote to each of these areas has “decreased”, stayed “about the same”, or “increased” over the past five years? (or since you assumed the CAO position, if less than five years ago)

	decreased	about the same	increased
a. finance	1	2	3
b. accounting	1	2	3
c. administration	1	2	3
d. budgeting/strategic planning	1	2	3
e. management of staff / dealing with staff issues	1	2	3
f. managing services and programs	1	2	3
g. drafting by-laws and policy	1	2	3
h. dealing with the public	1	2	3
i. dealing with council	1	2	3
j. other (if specified in Question 20i)	1	2	3

22. Over the past three years, approximately how much has your municipality spent annually on average for the further education, training, and professional development of its CAO? (Please include relevant travel and accommodation costs as well as tuition fees and books etc.)

- ₁ less than \$500 ₂ \$500 to \$1,499 ₃ \$1,500 to \$2,499
₄ \$2,500 to \$3,499 ₅ \$3,500 to \$6,499 ₆ \$6,500 or more

23. The following is a list of possible barriers to you obtaining further education/training. Please indicate how significant each barrier is to you on a scale of 1 to 5 where 1 is “not a barrier” and 5 is “a significant barrier”.

	a				
	not a barrier				significant barrier
	1	2	3	4	5
a. money within the municipal budget for training	1	2	3	4	5
b. the time that it takes away from the office	1	2	3	4	5
c. the time that it takes away from your personal time	1	2	3	4	5
d. the travel distance (both time and costs)	1	2	3	4	5
e. the availability of courses that are relevant to your needs	1	2	3	4	5
f. the time of the year in which courses that are relevant to your needs are offered	1	2	3	4	5
g. the days of the week when relevant courses are offered	1	2	3	4	5
h. your knowledge and comfort with computers	1	2	3	4	5

24. Please indicate how strongly you agree with each of the following statements on a scale of 1 to 5 where 1 is "strongly disagree" and 5 is "strongly agree".

	strongly disagree				strongly agree	
	1	2	3	4	5	5
a. when I am out of town, there is no one to fill my CAO responsibilities	1	2	3	4	5	5
b. I would value a back-up resource from outside my municipality who could take over from me for a period of time to allow me to seek further training	1	2	3	4	5	5
c. I am comfortable asking council to financially support my own personal training	1	2	3	4	5	5
d. internet-based training can be an adequate substitute to classroom training	1	2	3	4	5	5
e. a classroom component is necessary to get the full benefit from training	1	2	3	4	5	5
f. meeting other CAOs and senior municipal officers is an important benefit to classroom training	1	2	3	4	5	5
g. training improves my own marketability in the public sector	1	2	3	4	5	5
h. available municipal training improves my own marketability in the private sector	1	2	3	4	5	5
i. council supports the idea of life-long learning	1	2	3	4	5	5
j. I wish that there was a higher level of municipal training available beyond the Senior Executive Fellows program	1	2	3	4	5	5
k. I am comfortable in the use of computers for the purposes of taking internet courses	1	2	3	4	5	5
l. I would prefer to take courses that can be applied toward professional certification	1	2	3	4	5	5
m. I would prefer to take courses that can be applied toward a degree or diploma	1	2	3	4	5	5
n. I take courses to provide me with knowledge in specific subject areas	1	2	3	4	5	5
o. I take courses to help to strengthen my abilities to solve problems	1	2	3	4	5	5

25. Please rank (1,2,3) the best three months in a typical year for you to take courses. Rank the most preferred month with a "1", the second one as a "2" and the third with a "3".

Please rank the three worst months for taking courses as "10", "11", and "12".

- | | | | |
|-----------------------|-----------------------|-----------------------|------------------------|
| ___ _a Jan | ___ _b Feb | ___ _c Mar | ___ _d April |
| ___ _e May | ___ _f June | ___ _g July | ___ _h Aug |
| ___ _i Sept | ___ _j Oct | ___ _k Nov | ___ _l Dec |

26. Please rank (1,2,3) the best three days of the week for you to take a course (assume the course is available in both Edmonton and Calgary).

- | | | | |
|-------------------------|---------------------------|----------------------------|---------------------------|
| ___ _a Monday | ___ _b Tuesday | ___ _c Wednesday | ___ _d Thursday |
| ___ _e Friday | ___ _f Saturday | ___ _g Sunday | |

27. Please rank (1,2,3) the three most preferred times of day for you to take a course (assume the course is available in both Edmonton and Calgary).
- _a morning only weekdays
 _b afternoon only weekdays
 _c evening only weekdays
 _d full-day weekdays
 _e morning only weekends
 _f afternoon only weekends
 _g full-day weekends
28. Please rank (1,2,3) the best three sources of information for helping you to address a time-sensitive issue that you have not previously confronted.
- _a phone a colleague in another municipality
 _d refer to publications/articles/books
 _b discuss with staff
 _e call municipal advisors (Alberta Municipal Affairs)
 _c access information about the issue on the internet
 _f call one of the Associations
29. The following is a list of potential areas of study. Please indicate how you would prefer to receive further education or training in each of the areas. Note that you may check more than one approach if you feel a combination of methods of course delivery would be most effective.

	internet-based	correspondence	workshops	classroom setting	mentorship arrangement	wouldn't consider further education
SKILLS						
a. skills in drafting bylaws and policy	1	2	3	4	5	6
b. written communication skills (correspondence and reports)	1	2	3	4	5	6
c. interpersonal communication skills (with staff and council)	1	2	3	4	5	6
d. presentation skills	1	2	3	4	5	6
e. public relations skills	1	2	3	4	5	6
f. mediation and negotiation skills	1	2	3	4	5	6
g. time management skills	1	2	3	4	5	6
h. strategic thinking and planning skills	1	2	3	4	5	6
i. skills at contracting out services	1	2	3	4	5	6
j. financial management and budgeting skills	1	2	3	4	5	6
k. skills in the use of computers	1	2	3	4	5	6
KNOWLEDGE						
l. understanding of accounting principles	1	2	3	4	5	6
m. knowledge of human resource management practices	1	2	3	4	5	6
n. knowledge of management practices and theories	1	2	3	4	5	6
o. knowledge of business planning theories	1	2	3	4	5	6
p. knowledge of information technology (computer systems)	1	2	3	4	5	6

	internet-based	correspondence	workshops	class-room setting	mentor-ship arrangement	wouldn't consider further education
q. knowledge of municipal legislation (e.g., Municipal Government Act)	1	2	3	4	5	6
r. knowledge of other legislation impacting municipalities	1	2	3	4	5	6
s. knowledge of provincial government structure (departments etc.)	1	2	3	4	5	6
t. knowledge of performance measurement practices	1	2	3	4	5	6

30. How likely would you be to attend a course similar to the former Municipal Refresher Course that includes a Senior Executive Fellows program (for those interested), if it is offered in Kananaskis in May, 2001?

not at all likely **1** **2** **3** **4** **very likely**
5

1 2 3 4 5

yes **no**

31. Does your municipality have a current business plan? 1 2
32. Do you consider your municipality to be capable of producing a good business plan? 1 2
33. Could your municipality use assistance or training in business plan development? 1 2
34. Does your municipality have a long-range capital plan? 1 2
35. Would it be helpful to have more comparative information for municipalities similar to yours in each of the following areas?

	yes	maybe	no	don't know
a. service levels	1	2	3	4
b. costs of service	1	2	3	4
c. best practices	1	2	3	4
d. administrative practices	1	2	3	4
e. council practices	1	2	3	4

36. Would you benefit from an internet-based tool that would provide the comparative information that you indicated in Question 35 would be helpful?

1 yes 2 no 3 don't know

37. Would you benefit from an internet-based networking tool that would allow you to communicate with other municipalities who may be able to help you with specific issues?

1 yes 2 no 3 don't know

APPENDIX B

Tabulations

APPENDIX B

Tabulations

Survey of CAO Further Education, Training, and Succession Planning Issues

This questionnaire is to be completed by the Chief Administrative Officer of the municipality.

We have endeavored to make the questionnaire easy to answer by using a multiple-choice format. While most questions only require you to check (✓) a response, we would be pleased to review any additional comments that you may wish to provide.

NOTE TO THOSE WHO ARE THE CAO FOR MULTIPLE MUNICIPALITIES:

If you hold the CAO position with regard to a number of municipalities, please *provide responses related to the municipality with the largest budget.*

Thank you for participating in this research project.

EMPLOYMENT

1. How long have you been a CAO in an Alberta municipality? (n = 273)

10.3% less than one year	14.7% one to three years	17.2% three to six years
16.5% six to 10 years	13.6% 10 to 15 years	27.8% 15 or more years

2. How many years have you worked in municipal government? (n = 274)

2.2% less than one year	6.6% one to three years	7.3% three to six years
7.3% six to 10 years	17.9% 10 to 15 years	58.8% 15 or more years

3. How many years have you worked for your current employer? (n = 272)

8.8% less than one year	15.8% one to three years	16.2% three to six years
13.2% six to 10 years	15.1% 10 to 15 years	30.9% 15 or more years

4. How many more years do you anticipate working as a CAO in an Alberta municipality? (n = 269)

2.2% less than one year	11.2% one to three years	20.8% three to six years
25.3% six to 10 years	22.7% 10 to 15 years	17.8% 15 or more years

5. In your career to-date, how many different municipalities have you worked for? (n = 273)

0	2.9%
1	44.7%
2	20.1%
3	16.8%
4	7.0%
5	5.5%
6	1.5%
7	.7%
8	.7%

6. How likely is each of the following scenarios with regard to your future employment with your current employer? Please provide a percentage estimate for each of the three possibilities in the space provided. (n = 270)

Average **23.1%** leave the employ of municipality to work for another municipality

Average **20.0%** work outside of municipal government prior to retirement

Average **55.0%** remain with current employer until retirement

(note: does not add to 100% because not all respondents provided totals of 100%)

7. On a scale of 1 to 5, where 1 is “very poor” and 5 is “excellent” how would you rate the opportunities for advancement within your municipality for a new employee with management potential? (n = 269)

	avg	very poor 1	2	3	4	Excellent 5
	2.8	20.8%	20.1%	31.2%	18.2%	9.7%

8. Which of the following best describes the most recent job you held prior to your current position as CAO? (**please check only one**) (n = 272)

27.2% another position within the municipality

19.9% CAO of another Alberta municipality

14.0% in another capacity with another Alberta municipality

4.8% with another municipality outside of Alberta

15.1% with a non-municipal public-sector employer

19.1% with a private-sector employer

0.0% other

9. Which of the following best describes the type of position that you held **immediately prior** to becoming a CAO of an Alberta municipality? Please indicate whether or not that position was with a municipality, another public-sector employer, or a private-sector employer. If you were never employed prior to taking a CAO position, please proceed to question 10. (**Please check only one.**) (n = 261)

	for a municipality	for a public-sector employer	for a private-sector employer
a. general administration	31.4%	8.0%	8.0%
b. engineering	1.9%	0.4%	0.8%
c. accounting/finance	14.2%	2.7%	8.4%
d. public works	3.1%		
e. recreation	4.2%	1.1%	
f. planning/development	2.7%	0.8%	0.4%
g. family/community services	0.4%		
h. other: education		1.5%	
other: health services		1.1%	
other: human resources		0.4%	
other: clerical		1.1%	
other: retail/service			1.9%
other: journalism			0.4%
other: business services			0.8%

EDUCATION AND TRAINING

10. Which of the following best describes your highest level of formal education?
(Please check only one.) (n = 273)

- 1.1%** less than high school completion
- 9.2%** high school completion
- 4.8%** some community college
- 15.4%** community college certificate or diploma
- 4.4%** technical school certificate / journeymen papers
- 43.2%** some university / university certificate / university diploma
- 13.2%** university undergraduate degree
- 8.8%** university graduate degree or higher

11. *If applicable*, in which of the following fields do you hold a university degree or a college diploma? **(Please check all that apply.)** (n = 274)

	college diploma (excluding certificates)	undergraduate degree	graduate degree	unknown level
general arts and humanities	1.4%	4.7%	1.4%	
business / commerce	20.1%	4.4%		
education	0.4%	1.1%		
engineering	1.4%	2.6%		
law	0.4%			
public administration	11.3%	1.4%		
recreation	1.1%	2.9%	0.7%	
science	1.1%	1.8%	0.7%	
other: agriculture				1.1%
other: social work				0.4%
other: journalism				0.4%
other: computer sciences				0.4%

12. Which of the following professional accreditations do you have? (n = 274)

- 6.2%** accounting designation (CA, CMA, CGA)
- 3.6%** engineering designation (P.Eng., CET)
- 17.9%** CLGM
- 0.7%** planning designation (MCIP)
- 9.5%** other: LGA
- 0.3%** other: Cdn Accredited Insurance Brokers
- 0.3%** other: CAM
- 0.3%** other: AMCT
- 0.3%** other: ICMA
- 0.3%** other: Certified Health Care Admin
- 0.7%** other: Certified Municipal Clerk
- 0.3%** other: Certified Public Admin
- 0.3%** other: CET
- 0.3%** other: RPA (property management)

13. Which of the following municipal management courses have you completed? – *within the past five years and more than five years ago* (n = 274)

	completed in past 5 years	completed more than 5 years ago
a. Municipal Refresher Course (U of A Extension)	27.0%	12.0%
b. Local Government Certificate (U of A Extension)	15.3%	36.9%
c. Senior Executive Fellows Program	10.6%	8.4%
d. Banff Centre local government programs	13.5%	10.9%
e. other: Citation	0.7%	1.1%
other: Royal Rds Leadership Dev	0.4%	
other: Ont Municipal Program		0.4%
other: Queens Executive Program	0.4%	0.4%
other: Banff School Adv Mgt		0.4%

14. Please indicate if you have attended any workshops, seminars or conventions arranged by the following organizations in the past five years. (n = 274)

	workshops	seminars	conventions
a. AUMA	59.5%	56.2%	62.4%
b. AAMDC	20.1%	15.0%	25.9%
c. AARMA	13.1%	11.7%	19.0%
d. SLGM	7.3%	6.9%	4.4%
e. LGAA	33.2%	31.4%	30.7%
f. Alberta Municipal Affairs	50.7%	40.1%	4.4%
other: AB Econ Dev	1.8%	2.6%	
other: AB Environ	0.7%	0.7%	
other: American Mgt Inst	0.4%		
other: CAMA	2.9%	1.5%	2.6%
other: FCM	1.5%	0.7%	3.6%
other: GFOA	1.1%	0.7%	2.9%
other: ICMA	1.5%	1.5%	1.5%
other: FOIP	2.2%	2.2%	0.4%
other: miscellaneous	16% workshops, seminars, conventions combined		

15. Which of the following age groups are you in? (n = 273)

1.5% less than 30 years old	2.2% 30 to 34 years old	13.9% 35 to 39 years old
15.4% 40 to 44 years old	22.0% 45 to 49 years old	26.7% 50 to 54 years old
14.3% 55 to 59 years old	2.9% 60 to 64 years old	1.1% 65 or over

16. On a scale from 1 to 5, where 1 is “not at all prepared” and 5 is “very prepared”, how prepared did you feel that you were in each of the following areas for the position of CAO when you first started in that job? (n = 274)

	avg	not at all prepared 1	2	3	4	very prepared 5
a. overall required skills of a CAO	3.3	7.0%	14.3%	34.9%	32.7%	11.0%
b. knowledge of local government	3.4	12.1%	11.0%	19.4%	38.8%	18.7%
c. knowledge of relevant legislation	3.1	15.3%	16.8%	25.2%	30.3%	12.4%
d. skills in working with council	3.5	8.1%	9.2%	27.1%	36.3%	19.4%
e. skills in working with staff	3.8	3.3%	5.8%	21.5%	41.2%	28.1%
f. skills in business/strategic planning	3.4	7.3%	12.5%	28.6%	36.6%	15.0%

17. With regard to the following work-related learning, please indicate who paid for:

	municipality	self	shared	other	not applicable
a. tuition/registration fees for the last course that you took (n = 269)	79.2%	10.8%	4.5%	1.5%	4.1%
b. books and materials for the last course that you took (n = 266)	71.4%	15.0%	3.4%	1.5%	8.6%
c. expense to attend the last course (e.g., travel and accommodation) (n = 266)	80.1%	12.0%	3.8%	1.1%	3.0%
d. registration and expenses for the last workshop/seminar/conference you attended (n = 266)	96.2%	2.3%	1.5%	0.0%	1.1%

FURTHER EDUCATION AND INFORMATION ISSUES

18. On a scale from 1 to 5, where 1 is “not at all important” and 5 is “very important”, how important are each of the following to successfully fulfill the requirements of your job?

	n	avg	not at all important 1	2	3	4	very important 5
SKILLS							
a. skills in drafting bylaws and policy	273	4.2	0.4%	3.3%	20.1%	29.3%	46.9%
b. written communication skills (correspondence and reports)	274	4.5	0.0%	1.8%	3.3%	33.9%	60.9%
c. interpersonal communication skills (with staff and council)	274	4.7	0.4%	0.0%	2.2%	20.1%	77.4%
d. presentation skills	274	4.2	0.0%	1.5%	14.6%	43.4%	40.5%
e. public relations skills	273	4.6	0.0%	0.7%	4.0%	26.4%	68.9%
f. mediation and negotiation skills	274	4.2	0.0%	4.0%	14.6%	35.8%	45.6%
g. time management skills	273	4.3	0.0%	1.5%	12.1%	37.4%	49.1%
h. strategic thinking and planning skills	274	4.4	0.0%	0.0%	10.9%	40.1%	48.9%
i. skills at contracting out services	273	3.7	0.7%	6.2%	36.3%	38.8%	17.9%
j. financial management and budgeting skills	273	4.5	0.0%	0.7%	5.1%	34.8%	59.3%
k. skills in the use of computers	274	4.1	0.4%	1.1%	19.7%	46.0%	32.8%

	n	avg	not at all important 1	2	3	4	very important 5
KNOWLEDGE							
l. understanding of accounting principles	274	4.3	0.4%	1.8%	13.1%	41.2%	43.4%
m. knowledge of human resource management practices	273	4.1	0.4%	1.5%	16.8%	49.1%	32.2%
n. knowledge of management practices and theories	274	4.0	0.4%	2.6%	21.9%	47.4%	27.7%
o. knowledge of business planning theories	274	3.9	0.4%	4.8%	24.9%	46.2%	23.8%
p. knowledge of information technology (computer systems)	274	3.8	0.4%	2.9%	29.2%	47.1%	20.4%
q. knowledge of municipal legislation (e.g., Municipal Government Act)	274	4.6	0.0%	0.4%	6.2%	27.4%	66.1%
r. knowledge of other legislation impacting municipalities	274	4.3	0.0%	0.7%	12.4%	40.5%	46.4%
s. knowledge of provincial government structure (departments etc.)	274	3.7	0.4%	5.1%	33.9%	42.0%	18.6%
t. knowledge of performance measurement practices	273	3.8	0.7%	6.2%	27.1%	46.9%	19.0%

19. What other skills would you consider to be **very important** for those in the position of CAO?
(n = 274)

personal maturity/integrity/devt/stress	9.5%
leadership	1.5%
public utilities operations	1.1%
research skills	0.7%
legal training	0.7%
coaching/mentoring/visioning	0.7%
marketing	0.7%
project/contract management	0.7%
general constr & constr law	0.7%
organizational development/design	0.7%
analytical	0.7%
municipal & economic dev/mgt	0.4%
land use planning	0.4%
general operation of PW functions	0.4%
hiring/team building	0.4%
governance vs admin	0.4%
change management	0.4%
public consultation	0.4%

20. What percentage of your time did you spend in each of the following areas over the last year? Please indicate as well if you would like to be able to spend less time or more time in each of these areas, or if you think that you spend about the right amount of time.

Summary

	n	avg % of time
a. finance	237	8.1%
b. accounting	233	7.8%
c. administration	239	18.0%
d. budgeting/strategic planning	237	10.2%
e. management of staff and dealing with staff issues	237	10.8%
f. managing services and programs	233	8.7%
g. drafting by-laws and policy	236	5.3%
h. dealing with the public	238	14.2%
i. dealing with council	239	15.8%
j. other	235	2.0%

Detail

	% of respondents	would like to spend less time	spend right amount of time	would like to spend more time
a. finance (n=221)				
<i>0 to 10% of time</i>	50%	1%	75%	24%
<i>>10% to 20% of time</i>	43%	7%	66%	27%
<i>>20% of time</i>	8%	24%	59%	18%
b. accounting (n=216)				
<i>0 to 10% of time</i>	59%	9%	80%	12%
<i>>10% to 20% of time</i>	28%	25%	48%	28%
<i>>20% of time</i>	13%	26%	56%	19%
c. administration (n=226)				
<i>0 to 10% of time</i>	12%	0%	68%	32%
<i>>10% to 20% of time</i>	44%	9%	68%	23%
<i>>20% of time</i>	43%	19%	65%	15%
d. budgeting/strategic planning (n=232)				
<i>0 to 10% of time</i>	36%	0%	40%	60%
<i>>10% to 20% of time</i>	55%	2%	49%	49%
<i>>20% of time</i>	9%	5%	41%	55%
e. management of staff and dealing with staff issues (n=224)				
<i>0 to 10% of time</i>	39%	7%	81%	13%
<i>>10% to 20% of time</i>	38%	33%	55%	13%
<i>>20% of time</i>	22%	40%	46%	14%

f.	managing services and programs (n=212)				
	0 to 10% of time	48%	11%	67%	22%
	>10% to 20% of time	42%	16%	66%	18%
	>20% of time	11%	39%	48%	13%
g.	drafting by-laws and policy (n=222)				
	0 to 10% of time	81%	7%	68%	26%
	>10% to 20% of time	17%	8%	71%	21%
	>20% of time	2%	40%	60%	0%
h.	dealing with the public (n=236)				
	0 to 10% of time	20%	0%	68%	32%
	>10% to 20% of time	50%	19%	63%	19%
	>20% of time	30%	28%	63%	8%
i.	dealing with council (n=235)				
	0 to 10% of time	14%	0%	84%	16%
	>10% to 20% of time	49%	9%	79%	12%
	>20% of time	37%	23%	69%	8%

21. What follows is a list of some of the areas in which CAOs typically are involved. Please indicate whether the amount of time you devote to each of these areas has “decreased”, stayed “about the same”, or “increased” over the past five years? (or since you assumed the CAO position, if less than five years ago)

	n	decreased	about the same	increased
a. finance	261	21%	62%	17%
b. accounting	262	32%	55%	13%
c. administration	264	7%	59%	34%
d. budgeting/strategic planning	266	8%	49%	43%
e. management of staff / dealing with staff issues	263	11%	52%	37%
f. managing services and programs	258	12%	59%	29%
g. drafting by-laws and policy	264	19%	58%	23%
h. dealing with the public	267	10%	52%	38%
i. dealing with council	266	6%	54%	40%
j. other (if specified in Question 20i)				

22. Over the past three years, approximately how much has your municipality spent annually on average for the further education, training, and professional development of its CAO? (Please include relevant travel and accommodation costs as well as tuition fees and books etc.) (n = 270)

17% less than \$500 34% \$500 to \$1,499 23% \$1,500 to \$2,499
 13% \$2,500 to \$3,499 9% \$3,500 to \$6,499 3% \$6,500 or more

23. The following is a list of possible barriers to you obtaining further education/training. Please indicate how significant each barrier is to you on a scale of 1 to 5 where 1 is “not a barrier” and 5 is “a significant barrier”.

	n	avg	not a barrier			a significant barrier	
			1	2	3	4	5
a. money within the municipal budget for training	268	2.6	31%	20%	20%	15%	15%
b. The time that it takes away from the office	271	4.0	7%	4%	17%	30%	42%
c. The time that it takes away from your personal time	271	2.8	22%	18%	28%	19%	13%
d. the travel distance (both time and costs)	270	3.2	12%	19%	24%	25%	21%
e. the availability of courses that are relevant to your needs	271	3.0	17%	17%	28%	28%	10%
f. the time of the year in which courses that are relevant to your needs are offered	271	2.9	15%	19%	35%	21%	10%
g. the days of the week when relevant courses are offered	271	2.5	24%	27%	28%	15%	6%
h. your knowledge and comfort with computers	271	1.9	54%	15%	19%	7%	4%

24. Please indicate how strongly you agree with each of the following statements on a scale of 1 to 5 where 1 is “strongly disagree” and 5 is “strongly agree”.

	n	avg	strongly disagree			strongly agree	
			1	2	3	4	5
a. when I am out of town, there is no one to fill my CAO responsibilities	274	3.0	24%	18%	17%	15%	27%
b. I would value a back-up resource from outside my municipality who could take over from me for a period of time to allow me to seek further training	273	2.3	37%	26%	21%	7%	10%
c. I am comfortable asking council to financially support my own personal training	273	3.8	7%	9%	19%	30%	36%
d. internet-based training can be an adequate substitute to classroom training	274	3.2	9%	17%	36%	25%	14%
e. a classroom component is necessary to get the full benefit from training	273	3.5	5%	14%	25%	35%	21%
f. meeting other CAOs and senior municipal officers is an important benefit to classroom training	274	4.3	1%	2%	12%	33%	51%
g. training improves my own marketability in the public sector	273	4.2	2%	3%	14%	35%	47%

j.	I wish that there was a higher level of municipal training available beyond the Senior Executive Fellows program	264	3.0	8%	20%	44%	17%	11%
k.	I am comfortable in the use of computers for the purposes of taking internet courses	274	3.7	3%	11%	25%	32%	29%
l.	I would prefer to take courses that can be applied toward professional certification	273	3.7	2%	9%	30%	33%	27%
m.	I would prefer to take courses that can be applied toward a degree or diploma	270	3.6	2%	13%	34%	27%	25%
n.	I take courses to provide me with knowledge in specific subject areas	272	4.3	0%	1%	13%	46%	40%
o.	I take courses to help to strengthen my abilities to solve problems	272	4.1	0%	3%	17%	45%	35%

25. Please rank (1,2,3) the best three months in a typical year for you to take courses. Rank the most preferred month with a "1", the second one as a "2" and the third with a "3". Please rank the three worst months for taking courses as "10", "11", and "12".

	Best (n=264)	2nd Best (n=261)	3rd Best (n=261)	3rd Worst (n=185)	2nd Worst (n=184)	Worst (n=186)
January	8%	2%	2%	14%	16%	12%
February	21%	7%	5%	7%	9%	6%
March	19%	19%	12%	4%	3%	3%
April	13%	18%	13%	4%	3%	4%
May	12%	13%	10%	3%	4%	4%
June	7%	11%	8%	14%	2%	5%
July	2%	2%	2%	14%	17%	9%
August	1%	3%	3%	6%	14%	13%
September	8%	7%	15%	5%	3%	3%
October	6%	12%	15%	4%	4%	3%
November	4%	5%	14%	9%	8%	8%
December	0%	1%	1%	17%	18%	30%

26. Please rank (1,2,3) the best three days of the week for you to take a course (assume the course is available in both Edmonton and Calgary).

	Best (n=258)	2nd Best (n=256)	3rd Best (n=254)
Monday	21%	7%	5%
Tuesday	14%	17%	7%
Wednesday	20%	18%	24%
Thursday	14%	32%	26%
Friday	23%	18%	20%
Saturday	6%	7%	13%
Sunday	2%	2%	6%

27. Please rank (1,2,3) the three most preferred times of day for you to take a course (assume the course is available in both Edmonton and Calgary).

	Best (n=267)	2nd Best (n=242)	3rd Best (n=213)
morning only weekdays	8%	30%	24%
afternoon only weekdays	4%	25%	41%
evening only weekdays	0%	5%	9%
full-day weekdays	78%	12%	6%
morning weekends	1%	1%	6%
afternoon weekends	0%	2%	5%
full-day weekends	9%	26%	9%

28. Please rank (1,2,3) the best three sources of information for helping you to address a time-sensitive issue that you have not previously confronted.

	Best (n=268)	2nd Best (n=268)	3rd Best (n=263)
phone a colleague in another municipality	47%	36%	12%
discuss with staff	25%	16%	9%
access information about the issue on the internet	2%	6%	17%
refer to publications/articles/books	1%	7%	12%
call municipal advisors (Alberta Municipal Affairs)	24%	22%	25%
call one of the Associations	1%	12%	25%

29. The following is a list of potential areas of study. Please indicate how you would prefer to receive further education or training in each of the areas. Note that you may check more than one approach if you feel a combination of methods of course delivery would be most effective.

	n	internet-based	correspondence	workshops	classroom setting	mentorship arrangement	wouldn't consider further education
SKILLS							
a. skills in drafting bylaws and policy	268	32%	20%	49%	23%	6%	16%
b. written communication skills (correspondence and reports)	268	25%	20%	37%	26%	1%	26%
c. interpersonal communication skills (with staff and council)	269	10%	8%	57%	44%	12%	14%
d. presentation skills	268	9%	6%	58%	48%	5%	12%
e. public relations skills	268	12%	8%	63%	41%	8%	13%
f. mediation and negotiation skills	266	13%	11%	59%	47%	8%	11%
g. time management skills	263	29%	16%	53%	25%	3%	15%
h. strategic thinking and planning skills	266	19%	13%	60%	43%	14%	9%
i. skills at contracting out services	266	26%	19%	50%	26%	8%	18%
j. financial management and budgeting skills	266	33%	24%	48%	39%	7%	11%

	n	internet-based	correspondence	workshops	class-room setting	mentorship arrangement	wouldn't consider further education
KNOWLEDGE							
l. understanding of accounting principles	267	25%	25%	31%	37%	4%	25%
m. knowledge of human resource management practices	269	21%	17%	53%	42%	7%	12%
n. knowledge of management practices and theories	269	25%	22%	54%	42%	7%	10%
o. knowledge of business planning theories	268	24%	23%	49%	43%	5%	12%
p. knowledge of information technology (computer systems)	269	41%	11%	49%	46%	3%	8%
q. knowledge of municipal legislation (e.g., Municipal Government Act)	270	46%	30%	61%	33%	10%	2%
r. knowledge of other legislation impacting municipalities	270	43%	27%	60%	26%	9%	2%
s. knowledge of provincial government structure (departments etc.)	266	44%	30%	36%	15%	5%	15%
t. knowledge of performance measurement practices	266	31%	21%	58%	35%	8%	6%

30. How likely would you be to attend a course similar to the former Municipal Refresher Course that includes a Senior Executive Fellows program (for those interested), if it is offered in Kananaskis in May, 2001? (n = 272)

avg	not at all likely 1	2	3	4	very likely 5
2.9	25%	14%	25%	16%	20%

31. Does your municipality have a current business plan? (n = 271)

yes	no
41%	59%

32. Do you consider your municipality to be capable of producing a good business plan? (n = 261)

yes	no
74%	26%

33. Could your municipality use assistance or training in business plan development? (n = 265)

yes	no
80%	20%

34. Does your municipality have a long-range capital plan? (n = 268)

yes	no
65%	35%

35. Would it be helpful to have more comparative information for municipalities similar to yours in each of the following areas?

	yes	maybe	no	don't know
a. service levels (n = 271)	82%	14%	3%	1%
b. costs of service (n = 271)	87%	11%	1%	0%

36. Would you benefit from an internet-based tool that would provide the comparative information that you indicated in Question 35 would be helpful? (n = 273)
92.7% yes **1.1% no** **6.2% don't know**
37. Would you benefit from an internet-based networking tool that would allow you to communicate with other municipalities who may be able to help you with specific issues? (n = 274)
77.7% yes **3.6% no** **18.6% don't know**

SUCCESSION

38. On a scale from 1 to 5, where 1 is “not at all likely” and 5 is “very likely”, how likely do you think it is that your replacement will be?

	n	avg	not at all likely					very likely 5
			1	2	3	4	5	
a. promoted from within the municipality	271	2.4	37%	17%	20%	18%	8%	
b. employed previously as CAO of another Alberta municipality	271	3.7	9%	8%	23%	30%	30%	
c. employed previously in another capacity with another Alberta municipality	269	3.2	10%	14%	37%	29%	11%	
d. employed previously in another municipality outside of Alberta	269	2.4	26%	26%	31%	13%	3%	
e. employed previously by a public-sector employer	268	2.8	13%	24%	38%	19%	6%	
f. employed previously by a private-sector employer	268	2.5	21%	31%	30%	12%	5%	
g. never employed prior to taking CAO position	266	1.3	82%	8%	6%	2%	2%	

39. Is a municipal administration internship program an appropriate way to address succession planning issues? (n = 270)
47.0% yes **8.5% no** **44.4% don't know**
40. What follows is a list of functional areas. Which of them do you think provides the “best” background for the position of CAO? (**Please check only one.**) (n = 241)
- a. general administration 61%
 - b. engineering 2%
 - c. accounting/finance 25%
 - d. public works 1%
 - e. recreation 4%
 - f. planning/development 4%
 - other: general admin & accounting 2%
 - other: PR/HR <1%
 - other: combo of municipal experience <1%
 - other: leadership skills <1%

41. What is the name of your municipality? If you are CAO for more than one municipality, please list each of them. **(All responses to this and all questions will be held in strictest confidence by Nichols Applied Management.)**

If you are not comfortable providing the name of your municipality, please answer the following questions. They will help us to analyze your responses. If you identified your municipality, there is no need to complete this final portion of the survey as we can access AMFIS data to complete these questions for you.

42. Is your municipality a (n = 274)
5.1% city **38.0%** town **28.1%** village
4.4% summer village **14.2%** county **9.1%** municipal district
1.1% other

43. What is the annual budget for your municipality? (n = 267)
7.1% less than \$150,000 **15.4%** \$150,000 to \$400,000 **22.5%** \$400,000 to \$1.25 million
24.7% \$1.25 to \$5 million **16.5%** \$5 to \$10 million **9.7%** \$10 to \$25 million
4.1% greater than \$25 million

44. Is your municipality's live assessment per capita higher than the median or lower than the median indicated in the following table for your type of municipality? (Use assessment per dwelling unit for summer villages.) (n = 267)

53.9% higher than the median
46.1% lower than the median

1999 Median Assessment/capita	
cities	\$49,417
towns	\$37,395
villages	\$25,357
counties & MDs	\$120,729
summer villages	\$88,267 /dwelling unit

ADDITIONAL COMMENTS

Thank you for taking the time to complete this questionnaire.

APPENDIX C

Importance of Selected Skills and Knowledge in Successfully Fulfilling the Requirements of CAO by Type of Municipality

APPENDIX C

Importance of Selected Skills and Knowledge in Successfully Fulfilling the Requirements of CAO by Type of Municipality

	City (N=14)	Town (N=104)	Village (N=77)	Summer Village (N=12)	County (N=39)	Municipal District (N=25)	All Municipalities (N=279)
	----- Average Response -----						
Skills:							
interpersonal communication	4.7	4.8	4.6	4.8	4.7	4.8	4.7
public relations	4.6	4.7	4.7	4.5	4.6	4.4	4.6
written communication	4.1	4.6	4.6	4.6	4.5	4.5	4.5
1 financial management and budgeting	4.1	4.5	4.7	4.6	4.3	4.4	4.5
strategic thinking and planning	4.6	4.5	4.2	4.4	4.5	4.2	4.4
time management	4.4	4.4	4.4	4.3	4.3	4.1	4.3
mediation and negotiation skills	4.4	4.4	4.2	3.8	4.1	4.2	4.2
presentation	4.4	4.3	4.1	4.4	4.2	4.0	4.2
1 drafting bylaws and policy	2.9	4.3	4.3	4.7	4.0	4.3	4.2
1 using of computers	3.6	4.1	4.4	4.4	3.6	4.0	4.1
contracting out services	3.4	3.7	3.7	4.1	3.6	3.6	3.7
Knowledge							
1 municipal legislation	3.9	4.6	4.7	4.7	4.6	4.8	4.6
1 other legislation impacting municipalities	3.9	4.3	4.4	4.8	4.1	4.5	4.3
1 accounting principals	3.1	4.3	4.6	4.3	4.0	4.0	4.3
1 human resource management	3.9	4.2	4.1	3.3	4.1	4.3	4.1
management practices and theories	4.4	4.0	3.9	3.7	4.1	4.0	4.0
business planning theories	4.0	3.9	3.9	3.8	3.9	3.8	3.9
1 information technology	3.2	3.8	4.1	4.1	3.6	3.6	3.8
performance measurement practices	4.2	3.9	3.6	3.7	3.6	3.7	3.8
provincial government structure	3.3	3.8	3.8	3.8	3.7	3.7	3.7

1. Differences are significant at a .05 level of significance

APPENDIX C (continued)**Other Important Skills Identified by Respondents**

	Percent of Respondents
personal maturity/integrity/stress management etc.	9.5%
public utilities operations	1.5%
leadership	1.5%
legal training	0.7%
coaching/mentoring/visioning	0.7%
general construction & construction law	0.7%
research skills	0.7%
marketing	0.7%
project/contract management	0.7%
analytical	0.7%
organ'l dev/design	0.7%
municipal & economic development/management	0.4%
land use planning	0.4%
hiring/team building	0.4%
governance vs administration	0.4%
change management	0.4%
public consultation	<u>0.4%</u>
Total	20.4%
