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President's Message

**- Rodney Audette RMA, President
UMAAS**

Well the weather outside is frightful, and the,,, maybe I will stop there as we all know Christmas is just around the corner and we will be getting to our Christmas to do lists soon enough.

I can say 2012 has been a fun filled and busy year in all municipal offices. As Administrators we are still learning and evolving with Tangible Capital Asset Management; we are preparing for 2013 re-assessment that will result in shifts in assessments from one property class to another and require changes to taxation policies; and policy discussion and education with newly elected officials from the 2012 municipal elections, is just a small sampling of the tasks we have tackled in the past year.

Your Executive is now preparing for the 2013 Annual UMAAS Convention. In contemplating what workshop content and informational sessions to include in the convention agenda, we often find ourselves wondering what more we could do to make the convention even better. Each year your convention surveys are reviewed and the information from these surveys is used to enhance what we provide to you to make the convention informative, creative and fun. Further to that however, your executive would appreciate receiving your input throughout the year so I would encourage all of the membership to forward your ideas for potential workshops and discussion topics. It is our goal

to make YOUR annual convention a positive experience and your input is needed to make it successful.

Our membership grows and changes, as each year we welcome a number of new administrators to our profession, so there must be emphasis placed on training and continuing education of UMAAS members. It is very important that administrators and/or CAO attend the UMAAS Convention, workshops sponsored by the different Provincial Ministries and other information sessions. All of these improve our abilities to perform the many detailed and difficult tasks of our jobs. This is essential for succession planning, job mobility and overall good employee/employer relationships.

This is a time of renewal in the municipal administration field and it is filled with great opportunities. From 2004 to 2009 approximately 20% of our membership was able to contemplate retirement during this time period. That number rose significantly to 49% of our members being eligible to retire from 2010-2015. There will be an influx of new members over the next few years, remember to welcome them with positive attitude, encourage them when they need it and be a good colleague to them.

On behalf of the Executive, UMAAS staff, myself and my wife Shauna, I extend heartfelt wishes to everyone for a wonderful Christmas and holiday season.

Executive Director's Editorial

"Playing the Game"

**- Richard Dolezsar,
RMA**

The 2013 UMAAS Conference will be held at the Saskatoon Travelodge, June 4th to 7th, 2013. The Travelodge has set aside a block of rooms to accommodate the Conference at a rate of \$134 Standard and \$154 Business Class. Please reserve early as the block will be opened up to 30 days prior to the Conference.

From our Conference evaluations, Saskatoon continues to be the location of choice by a 4 to 1 margin, however your Executive has wrestled with the idea of Regina and other locations. Perhaps there are individuals who do not regularly attend the conference, but would if it were in an alternate location. If there are such individuals out there we would certainly like to hear from you to assist with future location decisions.

With the completion of this fall's Municipal Elections there have apparently been many changes to Mayors and Councils around the province. New and sometimes inexperienced leadership can lead to some very trying situations for Administrators and CAO's and I can attest to this from the number of phone calls received by my office as a result of these types of circumstances. It is very difficult to give advice in these types of situations as often there are background issues between old and new council members, or personal vendettas involved which will not allow the use of basic common sense.

Regardless of the root of the issue there are some basic strategies a CAO must use to deal with the situation and gain the capability for the new Council and CAO to move forward. You must keep all dealings and interactions on a professional level and not be drawn into any debate which is not respectful to all parties. If new Mayors or Council members are not pleased with actions or policies of past Councils, encourage the new body look at adopting new policies to change the direction of what perhaps was seen as allowable in the past and move forward in the interest of better governance as opposed to dwelling on the past. Improve the future, rather than dwell on the past. Provide sound advice based on your knowledge and expertise and ensure the

new Council members are aware that you will be acting on directions based on decisions of Council which will be decided by majority vote. Ensure the individual members know that you and your staff act on Council's direction as a whole and not direction from individual members.

Another basic point to remember, is that while it is always wonderful to receive praise for your efforts and good work, mistakes will happen. It is equally important to take responsibility for what happens throughout the organization under the direction of the CAO. In accepting that responsibility you are accepting your leadership role within the staff and your focus should be to channel the organization's energies away from laying blame on individuals, to initiating improved policies to ensure the same or similar situation will not happen again.

Another important step in maintaining your long-term relationship within your municipality throughout changing Councils is ensure your Council provides you with an annual evaluation, which will provide a written track record of your performance, identify areas of concern which may be noted by Council and allow you the opportunity to seek improvement in those areas.

Hopefully these few tidbits of advice will help some of you through the months ahead. In the event of totally unreasonable and illogical situations UMAAS does provide access to an EFAP program for help to take the stress out of situations and a legal advisor whom you can call for an initial consultation and advice on matters where legal advice may be a benefit to your situation. Contacts for these services are located elsewhere within this newsletter.

In closing here are a couple of thoughts to keep with you through the weeks ahead.

"A closed mind is a good thing to lose" and "An angry person is seldom reasonable and a reasonable person is seldom angry."

Merry Christmas and Happy New Year to all of you !!!

UMAAS 2013 SALARY GUIDELINE POPULATION 1000 & OVER

Points	1000-1499	1500-2999	3000 Plus
1 - 3	55,000 - 60,150	60,150 - 67,980	79,150 - 84,300
4 - 6	60,150 - 65,300	67,980 - 74,160	84,300 - 89,160
7 - 9	65,300 - 72,100	74,160 - 80,340	89,610 - 94,760
10 - 12	72,100 - 78,280	80,340 - 87,550	94,760 - 98,880
13 - 15	78,280 - 82,400	87,550 - 94,760	98,880 - 103,000

Point Scales	Points	Experience	Points
		1 - 2 Years	1
D/C (Standard Certificate)	2	3 - 5 Years	3
A (Advanced Level I)	3	6 - 10 Years	5
Superior A (Advanced Level II)	5	11 - 15 Years	7
		16 - 20 Years	9
		21 - 25 Years	10

To determine what salary range you would qualify for, fill out the following and refer to the chart for the salary range.

Points: Certificate _____ Years of Experience _____ Total Points _____

UMAAS 2013 SALARY GUIDELINE POPULATION UNDER 1000

Points	1 - 99	100 - 299	300 - 499	500 - 999
1 - 2	15.70/hr - 17.50/hr	20.60/hr - 22.65/hr	30,900 - 36,420	39,760 - 42,975
3 - 5	17.50/hr - 21.60/hr	22.65/hr - 24.70/hr	36,420 - 42,230	42,975 - 48,120
6 - 8	21.60/hr - 25.75/hr	24.70/hr - 26.25/hr	42,230 - 48,120	48,120 - 56,650
9 - 12		26.25/hr - 27.80/hr	48,120 - 56,650	56,650 - 65,300
13 - 17			56,650 - 61,800	65,300 - 72,100

Point Scales	Points	Experience	Points	Assessment	Points
Certificate - 0	0	1 - 2 years	1		
D/C (Standard Certificate)	2	3 - 5 years	3	1 M to 10 M	1
A (Advanced Level I)	3	6 - 10 years	5	OVER 10 M	2
Superior A (Advanced Level II)	5	11 - 15 years	7		
		16 - 20 years	9		
		21 - 25 years	10		

To determine what salary range you would qualify for, fill out the following and refer to the chart for the salary range.

Points: Certificate _____ Years of Experience _____ Assessment _____
Total Points _____

NOTES RESPECTING THE 2012 SALARY GUIDELINE

1. This Guideline has been verified with a Salary Survey conducted in 2011 and annual comparisons to Fraternal Organizations including Rural Municipal Administrators' Association, Saskatchewan Association of School Business Officials, Manitoba Municipal Administrators' Association and Local Government Administrators' Association of Alberta.
2. The 2013 Schedule reflects a median adjustment of 3% with consideration of recent average Saskatchewan settlements.
3. Dividing the guideline into population segments assists in reflecting the employer's ability to pay.
4. Population categories take into consideration budget factors, annual expenditures and size of staff.
5. Hourly rate basis for the under 300 communities will assist them in applying the guideline to their situations.
6. Circumstances caught on dividing lines of these ranges may have to look at the next range or an average thereof (i.e. 499 population) may have to look at an average of 300 to 499 and 500 to 999 or develop their own range from local survey information.
7. Other factors which can affect salaries include: Northern Locations, Additional Committee obligations, Joint Offices.
8. SUMA is now recognizing this Salary Guideline.

Administrator's Profile

*- Ann Block
Town of LeRoy*

I was born and raised in Englefeld, Saskatchewan. My career in Local Government began in the Village of St. Gregor in 1994 where I worked until 2002. I obtained my Urban Standard Certificate in 1999 and Rural Class "C" in 2008.

In 2002, I was hired as the Administrator for the Town of LeRoy. Due to the increased development in the area, my title has changed to C.A.O. and I am now focused primarily on Economic and Community

Development and oversee the Administration of the municipality.

I currently also serve on the LeRoy Health Foundation, LeRoy Fire Department and EMS (EMO Coordinator), LeRoy Leisure Lotto and LeRoy Youth Club.

I am blessed with four wonderful children, Jackie and Rachelle (both in university), Taylor and Dawson (both in high school).

Community Profile - Town of LeRoy

The Town of LeRoy, located in East Central Saskatchewan, is thriving and growing! LeRoy is located a short 6 mile drive to the BHP Billiton Jansen Project.

LeRoy nearly doubled in land mass in early 2012 with the annexation of 135 acres of industrial land and is now in the process of a residential land annexation of 132 acres which will nearly triple the land mass of the community.

In 2010, the municipality developed a fully serviced 34 lot subdivision with large lots averaging 85' x 147'! This subdivision is now nearly half sold out! In 2012, the municipality also subdivided 28 commercial lots.

Located 4 miles west of town is LeRoy Leisureland, which features a beautiful 9-hole grass green golf course with licensed concession and pro shop, outdoor swimming pool, sand beach and camping sites!

The Town of LeRoy has much to offer including high quality water with a Reverse Osmosis water treatment plant, paved streets, high

speed internet, a K-12 school, Preschool, Ball Diamonds, School of Dance, 4-H Club, Library, Museum, Senior Citizens Center, Bowling Alley, Health Clinic and Senior Assisted Living Complex.

LeRoy has everything you need, including a grocery store, a full service gas station, two restaurants, full service Credit Union with ATM, flooring store, insurance agencies, hotel and bar, accommodations and many other businesses.

Volunteerism is alive and well in LeRoy, as showcased by our Volunteer Fire Department and emergency service department. Community volunteers have also successfully raised over \$700,000 in 8 years through the LeRoy Leisure Lotto. This money has been provided to the recreation, culture and educational organizations in the community for various projects.

The Town of LeRoy offers a safe and friendly environment and invites you to make our town your new home. We're a community with a small town atmosphere and big town ideas!

UMAAS Newsletter Editorial

**Submitted by Jason Chorneyko, Vice-President of UMAAS
"Thar' She Blows" The Gale Force Winds of Change**

The Province of Saskatchewan is undergoing dramatic changes and has been undergoing these changes for a number of years. Population growth and the increase in municipal development are being fueled by the natural resource sector, especially oil and potash. Also contributing to the changes are decent farm gate prices in most areas, a thriving innovation industry spearheaded by the University of Saskatchewan, and confidence in the Saskatchewan economy that has been slowly increasing since becoming a "have" Province after so many years of being a "have not" Province.

Another big change that is occurring in many communities is a change in Council. A lot of well known municipal politicians, including one in my community of Wynyard, have been defeated in the recent elections. At least four members of the SUMA Board of Directors have been defeated as well. Big changes can result in big adjustments for both Council members and municipal staff; however, big changes can also reinvigorate the leadership dynamics that will carry your community in new directions.

In my community of Wynyard our Mayor for the past 26 years, Sharon Armstrong, was defeated. Only two of three incumbent Councillors were re-elected. The net result is that there are five new members of Council, four with no previous Council experience. We also have three newly elected female Councillors. There has not been a female Councillor in Wynyard since pre-2003. This is a drastic

change considering the past two elections only saw two new people elected to Wynyard's Council.

How, as Administrators/CAOs, do we deal with these huge changes? The ultimate method in dealing with big changes in Council is to foster a relationship of mutual trust and respect between Council and administration and to encourage education on the roles and responsibilities of Council and CAO's. All parties involved need to understand the basic fundamentals of urban municipal governance. Council sets policies and procedures and administration advises on and carries out those policies and procedures. Council should not be micromanaging the administration. Just as important, the administration should be providing sound advice and not offering personal opinions. A CAO does not have to personally agree with all decisions of Council; however, only bad things can happen if a CAO is continually fighting those decisions.

I would suggest that all CAO's encourage their Council to attend the 2013 SUMA Convention. The keynote speaker is George Cuff, a renowned expert in municipal governance. Mr. Cuff last spoke at the 2004 SUMA Convention and he gave a very frank presentation on the roles and responsibilities of Council that, in my opinion, was very pro-CAO.

In closing I would like to wish everyone a Merry Christmas. Have a safe and enjoyable holiday season.



***"Andy, this is Doug.
Looks like we're going to dip into
reserve earlier than we expected."***

Best Boot Forward

A company, feeling it was time for a shake-up, hires a new CEO. This new boss is determined to rid the company of all slackers.

On a tour of the facilities, the CEO notices a guy leaning on a wall. The room is full of workers and he wants to let them know he means business!

The CEO walks up to the guy and asks, "And how much money do you make a week?" Undaunted, the young fellow looks at him and replies, "I make \$300.00 a week. Why?"

The CEO then hands the guy \$300 in cash and screams, "Here's a week's pay, now GET OUT and don't come back!"

Feeling pretty good about his first firing, the CEO looks around the room and asks, "Does anyone want to tell me what that goof-off did here?"

With a sheepish grin, one of the other workers mutters, "Pizza delivery guy from across the street."



***"Organized people are just people who
are too lazy to look for things."***

***"No man who is occupied in doing a very difficult thing, and doing
it very well, ever loses his self-respect. - George Bernard Shaw"***



***"You said you wanted to start off at the
top, well, I agree. I'm having your desk
moved up here as we speak."***

Board of Examiner's Report:

Certificates Issued Since July, 2012.

Conditional:

Fred Puffer
Raylene Packet
Steven Gibson
Eileen Prosser
Roberta Spencer
Twyla Salmond
Coleen Kitching
Tracy Witrow

Standard:

Brenda Lockhart
Christie Stafford
Patti Struck
Janet Hart
Kelsey Robinson
Cheryl DeRoo
Shannon Beheil

***A wife notices her husband standing on the bathroom
scale, pulling in his ample stomach.***

***Thinking he was trying to weigh less with this maneuver,
she quipped, "I don't think that is going to help much, hon."
"Sure it does," he said. "How else can I see the numbers?"***

***Don't wish it were easier, wish you were better. Don't wish for
fewer problems, wish for more skills.***

***Don't wish for less challenge,
wish for more wisdom. - Earl Shoaf***

NOTICE

**Need Legal advice on
issues between yourself
as Administrator and
your Council**

CALL FOR FREE INITIAL PHONE CONSULTATION:

**Benedict E. NussBaum
NussBaum and Company
204 - 2102 8th St. East
Saskatoon, SK S7H 0V1
Phone: 955-8890
Fax: 955-1293**

Mr. NussBaum is under annual retainer to
your Association and is available to
members for initial consultations.

E.F.A.P.

**EMPLOYEE AND FAMILY
ASSISTANCE PROGRAM**

Do You. . .

- have difficulty coping at work?
- live in fear and apprehension?
- have more bills than money?
- require legal advice?
- find living stressful instead of exciting?
- have trouble talking with your spouse or children?
- use alcohol and/or other drugs to cope with life?
- want someone confidential to talk to?

Wonder What To Do???

If you need information or assistance to sort out a problem we
invite you to have a private discussion with your Program
Manager, Internal Referral Agent, Supervisor, Employee
Group Representative or your Counseling Service.



Human Resources Services Ltd. (HRS)

Regina:	352-4166	Saskatoon:	1-800-305-4477
		Melfort:	1-800-305-4477
		Estevan:	1-800-305-4477

Website: www.hrs-stress.com E-mail: hrs2@sasktel.net
24 HOUR SERVICE/7 DAYS A WEEK
1-800-305-4477

2013 UMAAS Conference NOTICE!!!

The Travelodge Hotel, Saskatoon
offers the following
special rate for on-site
Convention Rooms
June 4th - 7th, 2013

\$134.00 - Standard

\$154.00 - Business Class

Phone (306) 242-8881

Please book by May 4th, 2013
and advise you are with the UMAAS

ADVERTISING RATES - UMAAS UPDATE

Published 3 times a year -
April, Sept., Dec.

	<u>Member</u>	<u>Other</u>
Page	\$150	\$200
1/2 Page	\$75	\$100
1/3 Page	\$50	\$70
1/4 Page	\$35	\$50
Card	\$20	\$25

YEARLY RATES FOR ALL 3 ISSUES -

DISCOUNT 20%

PLEASE ADD GST

**DEADLINES: 15th day of the
preceding month.**