

Your Municipal Training Partner

A training journey through **Future Ready Leadership** designed for the unique needs of municipalities



About Mohawk College Enterprise

We Are

A wholly owned subsidiary of Mohawk College. We offer virtual half-day and full-day training programs with the option for in-person delivery.

We Provide

Custom instructionally-designed programs that assist municipal leaders in advancing their HR goals in **Leadership Development**.

The 'MCE' Way

MCE was founded on the premise of **strong Instructional Design** that is not only on the cutting edge of knowledge, but is delivered in an interactive, engaging way.

The 'MCE Way' thrives virtually and face-to-face with thought-provoking exercises that stimulate both the brain and the heart.

Investing in People. Partners in Leadership.

Now is the time to invest in your most important resource - your people. With our experience training municipal employees, we can target content to your municipality's **strategic vision** and **goals**.

Our training to municipalities ranges from our Signature Leadership Series (**Future Ready Leadership Essentials, 1, 2, and Leadership Acceleration**), our one-day courses like **Amazing Customer Service, Emotional Intelligence, Diversity, Equity & Inclusion**, to name a few, to technical skills like **Cross Connection Backflow Prevention (Full and Re-Certification)**.

WE'VE BEEN TRAINING MUNICIPAL CLIENTS SINCE 2010

‘Making Training Stick’. Listening to Our Partners.

We conduct **surveys** after every day of training for feedback and quality control. This is our commitment to current and engaging content.

As part of the participants’ learning journey, it’s important for their **leaders** to support and reinforce the training. MCE will provide a one-hour ‘**Making Training Stick**’ session for these leaders prior to the rollout of Future Ready Leadership (FRL) programs. This session will cover roles and responsibilities of leaders and employees before, during, and after the training to ensure the participants have absorbed and applied the learnings.

Marty Hazell, Director of Strategic Initiatives, City of Hamilton, on **Learning Partnerships**

“MCE worked with us to create a truly unique program which allowed participants to work on real City projects. The facilitators were second to none and the team at MCE always went above and beyond to make this program the best fit for us.”

Tyler Neal, Staff Trainer, Niagara Region, on **Future Ready Leadership 1**

“Lots of content but it was very relatable and I appreciated the sharing of stories and examples - I believe this is a huge part of what we take away in training is the stories that are shared that relate to the content.”

Emily Xuereb, CBCO, Deputy Chief Building Official, Town of Tillsonburg, on **Future Ready Leadership 1 with Project Management**

“I really enjoyed this program (FRL 1 with Project Management) and have already started applying some of the principles I learned through the training sessions.”

We are proud to have provided leadership or Cross Connector training with the following municipalities:

City of Brampton	Town of Bracebridge
City of Brantford	Town of Bradford
City of Burlington	West Gwillimbury
City of Cambridge	Town of Caledon
City of Hamilton	Town of Gravenhurst
City of Kingston	Town of Grimsby
City of Kitchener	Town of Huntsville
City of Markham	Town of Ingersoll
City of North Bay	Town of Innisfil
City of Oakville	Town of Lincoln
City of Ottawa	Town of Midland
City of Owen Sound	Town of New Tecumseth
City of Pembroke	Town of Newmarket
City of Peterborough	Town of Parry Sound
City of St. Catharines	Town of St. Marys
City of Stratford	Town of Tillsonburg
City of Thunder Bay	Town of Wasaga
City of Woodstock	Town of Whitchurch -
County of Brant	Stouffville Beach
County of Haldimand	Township of
District of Muskoka	Adjala - Tosorontio
Lambton County	Township of
Municipality of North Perth	Lake of Bays
Niagara Falls	Township of
Norfolk County	Oro-Medonte
Oxford County	Township of South-
Six Nations of the Grand River Elected Council	West Oxford
	Township of Tay
	Township of Tiny

Michael Duben, CAO of Chatham-Kent (Former CAO, District Municipality of Muskoka and Oxford County) on **Future Ready Leadership Acceleration**

“The Future Ready Leadership Acceleration Program is designed to help municipalities build on their most important asset during the challenging, even transformational, years ahead: people. From the perspective of working with Mohawk College Enterprise as both a collaborator and pilot municipality, I observed first-hand how the program-- through practical and intensive coaching-- expands on the building blocks of the Future Ready Leadership program to further develop the soft leadership skills we know have the greatest impact on workplace culture and service excellence.”

Future Ready Leadership *Signature Series*

A **pathway** of leadership development based on specific leadership competencies for **Frontline, Emerging, Experienced & Accelerated** Leaders.

Overview

The leadership competencies learned in the Future Ready Leadership Signature Series will be more complex and challenging as they continue to build on the participant's leadership knowledge and skills. The programs are highly interactive, virtual or face-to-face, with opportunities for management engagement, team presentations, and learnings from community leaders.

Future Ready Leadership **Essentials**

Five customized, introductory leadership training courses delivered one-day per-month, over five-months. This program is developed for **Frontline Supervisors**.

Begin your leadership journey with topics such as:

Stepping into Leadership, Communicating Effectively, Developing Engaged Employees, Dealing with Difficult Behaviours, and Applying Essential Skills.

Future Ready Leadership **2**

Six customized leadership training courses delivered one-day per-month, over six-months. This program is for **Graduates** of the FRL One program and other **Advanced Leaders**.

Elevate your leadership journey with topics such as:

Becoming Emotionally Agile, Delivering on Diversity, Equity, and Inclusion, Ensuring Sustainability of Positive Organizational Culture, Leading During Crises, Promoting Innovation, Demonstrating Your Leadership Competencies.

Future Ready Leadership **1**

Eight customized leadership training courses delivered one-day per month, over eight-months. This program is developed for **Emerging** and **Existing** leaders.

Continue your leadership journey with topics such as:

Power of Teams, Leadership Dynamics, Inclusive Leadership, Employee Development, Power Presenters, Facilitating Change, Resolving Conflict, and Planning Your Success.

Future Ready Leadership **Acceleration**

Acceleration is focused on providing **Senior-Level** leaders with the behaviours and interpersonal capabilities critical for developing the strategic and operational efficiencies that create a lasting leadership legacy throughout an organization.

Accelerate your leadership journey with features such as 4 days of training customized based on the collective 360 results.

- MCE 360 Pre-Post Competency Assessment focused on 13 leadership Competencies
- Facilitator & Accountability Coach



Hamilton

City of Hamilton

A MCE CASE STUDY

The City of Hamilton's Planning and Economic Development department reached out to MCE for information on leadership training. After several meetings to determine the best training solution, it was decided that **MCE's Future Ready Leadership (FRL)** program, customized with Project Management training would be utilized as a succession tool within the Planning and Economic Development department.

THE CHALLENGE

The City of Hamilton has been seeing a wave of retirements amongst its leaders. This wave will continue to strengthen in the next 5 to 10 years. The Planning and Economic Development department took these statistics seriously and reached out to MCE to help determine the best way to ensure knowledge existing in the minds of their experienced leaders does not leave the municipality as they retire.

THE PROGRAM SOLUTION

MCE had numerous meetings with the City of Hamilton to determine the best option for **succession planning** and development of the staff within the Planning and Economic Development department. MCE recommended a **customized version** of their **FRL** program with **Project Management** training embedded throughout the program.

Employees wanting to participate in the program were asked to apply by writing a 500-800 word statement describing their **specific learning goals** for the program; what they bring to the program; and the techniques they will use to apply what they have learned. These statements were then reviewed by the Planning and Economic Development department and **26 employees** were selected to participate in the **customized FRL** program.

MCE customized the program for the City of Hamilton to include; Patrick Lencioni's 'Five Dysfunctions of a Team'; ADKAR change model; Predictive Index Personality Behavioral Assessment; and Project Management training. These concepts were built into the training to enhance the City employees' previous learnings, as they currently practice these concepts. Throughout the training program, participants worked on **actual projects** for the City of Hamilton Planning and Economic Development department, which allowed work to be completed during the training period.



Hamilton

City of Hamilton

A MCE CASE STUDY

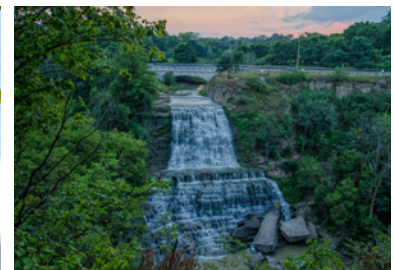
THE OUTCOMES

Over 83% of participants rated the training facilitators, course content and materials very good to excellent. The Directors of the employees attending the program found their employees had a willingness to pursue greater responsibility in their current role and were working more effectively across departmental teams.

Since the initial program, the Planning and Economic Development department continues to invest in its people by continuing to partner with MCE to offer further leadership development.

“Training enhanced my communication skills by being able to clearly communicate my vision and goals, to achieve goals and meet deadlines. I was also able to communicate my weaknesses and discuss them with my team who helped me with improving and providing feedback

“I have been able to take a step back, assess the situation and provide a comprehensive plan of action and am able to communicate such plans to secure buy-in from my team.”





Oxford County A MCE CASE STUDY

Located in the heart of Southwestern Ontario, Oxford County is a **two-tier municipal government** made up of **eight area municipalities** that are “growing stronger together.” In 2015, Oxford County came to Mohawk College Enterprise (MCE) to develop a leadership development program. Oxford County had recently designed an internal ‘core and leadership competency framework’, therefore; customization was crucial.

Positive feedback from other municipalities influenced their decision to choose **MCE as their corporate training provider.**

THE PROGRAM GOALS

1. Create a **customized leadership** program that incorporates internal competencies, values, and practices
2. Develop **succession planning** through leadership development due to an aging workforce
3. Increase engagement in response to results from **employee engagement** surveys
4. Break down **departmental silos**
5. **Boost** employee attraction and retention

THE PROGRAM SOLUTION

Oxford County had a unique application process. Employees participated in an application form to gauge their interest in leadership development by stating future goals, thereby; indicating a desire for advancement opportunities within the organization. The first round resulted in 57 applications, demonstrating a high degree of interest and engagement.

Customized cohorts of 20 people were selected to take part in MCE’s **Future Ready Leadership 1 (FRL1)** program. These cohorts resulted in tremendous success, which would later lead to reengagement in **advanced levels** of the Future Ready Leadership (FRL) Signature Series including **FRL2** and **Leadership Acceleration**. Oxford County continues to enlist new leaders in various open-seat MCE leadership programs where participants have the opportunity to collaborate and share best practices with employees from other municipalities and organizations.

In addition to participating in various levels of the FRL Signature Series, MCE partnered with several departmental leaders who participated in FRL1, to design and facilitate various full-and half-day sessions, including workshops on **DISC®**, **Team Building** and **Change Management**. MCE tailored numerous types of training sessions based on specific needs, including duration, number of participants, content & skill level.

THE OUTCOMES

- Total of **52 graduates** of FRL program level 1, 2 and Accelerated
- **144 participants** in various full-and half-day training sessions

FRL1 Cohort September 2021 to April 2022

- **92%** could relate course content to their role at work
- **95%** said the training was engaging
- **100%** of FRL participants would recommend the program to a colleague (Our People Our Strength 2018-2020 Plan)
- Executive/Senior Management Team vacancies filled with internal candidates **increased** from **40%** in 2015 to **71%** in 2017 (Our People Our Strength 2018-2020 Plan)

“So much information to use to make an impact in how you present. Great to hear from industry leaders and how they have grown through their journeys.”

Christina Rutherford, FRL1 Graduate

Oxford County took part in both open-seat sessions with other organizations, as well as their own **customized cohorts** which allowed for organization and department specific topics. The former is an **opportunity to network** with other municipalities and organizations to share knowledge and form meaningful relationships. The latter serves as an opportunity for targeted training to meet specific department needs, resulting in department-and/or organization-wide consistency. Employees benefit from saving time on travel since training is done on-site. Customized cohorts also provide an opportunity to network within the organization and strengthen existing relationships.

Amy Smith, Director of Human Resources at Oxford County, notes that when only a few employees attend training, implementation is less likely to create change because the rest of the team is unaware of the tools, theories, best practices, etc. learned in the classroom. Amy emphasizes that consistent development across employees and departments has the opportunity to create real organizational impact.

“Sandra (MCE facilitator) was very personable and connected with everyone throughout the session.”

Cristina McLaren, FRL2 Graduate



PLEASE VISIT US AT mcecor.com

Alongside our Signature Series, we also offer:

Timely Leadership Training

Our **Seasonal Series** feature timely topics that respond and adapt to the changes in leadership styles and values. A series of **3 full-day courses** delivered virtually once a month over 3 consecutive months, two times a year (**Summer and Winter**), each course is developed as a stand-alone or continuation of instruction that relates all courses to strengthen understanding of a larger concept of leadership.



Training Short & Sweet

Our **Shorts** courses are online, **asynchronous**, **hour-long courses** that are designed to expose participants to a concept for immediate adaptation to a career or personal use. Warning: This may encourage further exploration of the concept at large. A great introduction to MCE's theory of Instructional Design with an opportunity for additional development within the MCE portfolio.



Specialized Training

We are the trainers of choice for **Cross Connection** re-certification and certification, as well as for **FITCO** - Fitness Testing for Ontario Correctional Officer Applicants. MCE & partner Minds for Matter Inc. are continuously developing Essential Skills training for **Transportation Professionals** as an initiative to strengthen the leadership qualities within the transportation industry.

And as previously mentioned, other one-day courses such as **Amazing Customer Service**, **Emotional Intelligence**, **Diversity, Equity & Inclusion**, to name a few.

Thank You for your Interest in MCE!