



## Staff Report

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**Report To:** Council Meeting  
**From:** Magda Badura, CAO/Treasurer  
**Date:** 2024-06-13  
**Subject:** Leadership Training Proposal

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### **Recommendation:**

That West Elgin Council hereby receives the report from M. Badura, CAO/Treasurer re: Leadership Training and That; West Elgin council approves the Leadership Training Proposal prepared by Mohawk College Enterprise in the amount of \$38,700.00 plus applicable taxes.

### **Purpose:**

The purpose of this report is to request council approval for the Leadership Training proposal recommended by Linton Consultants, identified as mandatory training for management and senior staff.

### **Background:**

On January 25, 2024, Linton Consulting presented the council with the final Organizational Review report. One key recommendation, Recommendation 10, emphasized the need to "Provide mandatory people management training to all managers and supervisors." During the review, staff interviews revealed common concerns regarding people management, including the necessity for increased respect and professionalism across the organization and frustration over supervisors/managers frequently bypassing the appropriate chain of command.

In recent weeks, I have been exploring various training options for managers and supervisors. Although there are many virtual training programs available, they tend to be general and only briefly address our specific concerns. I discovered that Mohawk College Enterprise (MCE) offers leadership development tailored for municipalities. After forwarding the final copy of the organizational review and conducting a virtual meeting with their program administrators, we identified the following areas of concern:

- Communication and leadership challenges
- Lack of people skills
- Ignoring the chain of command, leading to staff feeling undervalued and confused
- Low morale and high turnover
- Perceptions of micromanagement and unresponsiveness
- Last-minute decision-making
- Senior managers overly involved in daily operations
- Lack of guidance or mentorship
- Inconsistent internal communication
- A list of potential learning opportunities has been developed and is detailed in the attached proposal. MCE's training program focuses on three main themes:

- Team Performance
- People Management Skills
- Organizational Capacity

Additional areas that could be explored, time permitting, include:

- Workplace burnout
- Ineffective project management
- Reputational damage and legal non-compliance/public trust issues

A blended learning approach has been identified as the ideal solution to address leadership gaps, with workshop-style training being proposed.

MCE's training program is divided into three phases:

### **Phase 1: Team Performance**

This phase aims to foster a cohesive and united team, cultivate trust among members, and establish a culture of psychological safety where everyone feels heard and valued. This phase will consist of 2 full days of training sessions.

### **Phase 2: People Management Skills**

Building on the foundational components, this phase will concentrate on developing practical leadership skills. It will consist of eight full days of learning, scheduled one per month over eight months. This monthly schedule will allow employees to absorb the information, apply the knowledge in real-life scenarios, and share their lessons learned. Additionally, it will provide an opportunity to discuss challenges and successes with the group in each subsequent session.

### **Phase 3: Organizational Capacity**

Designed for the CAO, this phase involves a 360 Assessment and one-on-one coaching. The goal is to gather feedback from at least 30 raters to provide useful perception-based insights.

In summary, each phase of the training is specifically tailored to address distinct aspects of leadership and organizational development. This training is essential for fostering a productive, engaged, and resilient workforce, driving organizational success, and ensuring long-term sustainability. I strongly recommend that the council approve this purchase so the training schedule can be developed and implemented.

### **Financial Implications:**

An additional \$100,000 was allocated and approved by the council in the 2024 budget for the purpose of implementing organizational changes and cover employees pay adjustments through pay equity review.

**Alignment with Strategic Priorities:**

<b>Infrastructure Improvement</b>	<b>Recreation</b>	<b>Economic Development</b>	<b>Community Engagement</b>
<input type="checkbox"/> To improve West Elgin's infrastructure to support long-term growth.	<input type="checkbox"/> To provide recreation and leisure activities to attract and retain residents.	<input type="checkbox"/> To ensure a strong economy that supports growth and maintains a lower cost of living.	<input checked="" type="checkbox"/> To enhance communication with residents.

Respectfully submitted by,

Magda Badura, CAO/Treasurer

## Report Approval Details

Document Title:	Leadership Training - 2024-18-Administration Finance.docx
Attachments:	- West Elgin Training Proposal.pdf - Mohak College Enterprise.pdf
Final Approval Date:	Jun 11, 2024

This report and all of its attachments were approved and signed as outlined below:

Terri Towstiuc