

**Municipal Training and
Development Corporation**

To: All Municipal Administrators
From: Jane Fitzgerald, Manager, Municipal Training Program
Date: November 13, 2002

Re: Your training needs assessment package

Thank you for taking the time learn more about this Training Needs Assessment for Municipal Administrators. So you can see what all this is about, I have attached the forms that I am asking you to complete and return to me. The attached package should include:

1. Some questions and answers
2. A set of instructions
3. A "Training Needs Assessment - Municipal Administrators - 2002 Edition"
4. Some information on the scoring

The "Assessment" will be one of the tools used to help you determine your own training needs. After you complete the forms, you will send them to me for in-depth analysis. When analysis is done, the results will be sent back to you along with information on how to determine your training and professional development priorities. I will be setting up individual training files for each of you who participates in this assessment and the requested information will be transferred to your file for reference purposes.

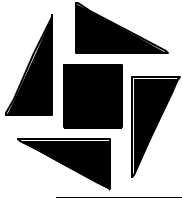
Please note . . .

All information provided by you on these forms
will be regarded as **strictly confidential**

Your participation in the assessment is voluntary.
You don't have to get involved if you don't want to.

All administrative staff working at the municipal level are invited to take part in this assessment exercise. Please feel free to copy the assessment for any staff you may have the could benefit from involvement in the program.

**Please read through the enclosed information before calling with questions.
It makes it easier to help you when you know more
about what this assessment is all about.**



The Training Needs Assessment Some Questions and Answers

Q: Why is the Municipal Training and Development Corporation (MTDC) doing this?

- A:**
1. We want to establish a uniform process for identifying training needs. Right now there is no formalized method.
 2. We want to develop training programs that are meaningful to you. Research has shown that training and education programs are more effective when based on the identified needs of employees. The assessment process we will use allows you to participate in this identification process.
 3. Once the needs have been identified the Corporation can make the best use of the available training resources.

Q: How will the assessment be done?

A: Every administrator who wishes to participate will complete a self-assessment form (attached) which is based on a list of the skills and knowledge required to do the job. This list was developed by representative groups of municipal administrators, MTDC members and subject matter specialists in the Department of Municipal and Provincial Affairs and The Property Assessment Agency, Inc.

Q: What will happen with the results?

- A:**
1. You will be able to use the results right away to begin to develop a personal educational plan. You will identify your strengths as an administrator and the areas where you feel the need for improvement.

Note: It is important to note that not every need that is identified must be met by a formal training program. Extra reading, learning from another administrator, taking a course at a local community college and using the internet are examples of how you can continue your own education. You will, however, have a better idea about where you might want to focus your attention.

2. Your results will combined with all the others to determine any regional or provincial trends or common groupings of needs. This will give direction to the types of learning programs we must develop and will guide the evolution of a useful municipal training plan.

3. Other institutions (eg. MUN and CONA), will be interested in the results, as well. We will be able to evaluate whether or not existing programs for administrators are relevant today.

Q. Who is really responsible to meet my training needs after they are identified?

A: You are responsible for your own continuing education. As indicated previously, the MTDC will be looking for common needs that may be met through more formal training programs. We simply do not have the financial and human resources to address every need. You will, however, have the advantage of knowing more clearly what areas to focus on with respect to your own training and development program. Some needs will be met by the Corporation, some through other means.

Q: What are the benefits to me?

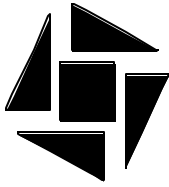
- A:**
1. You will receive training that is meaningful to you.
 2. You will identify your strengths (that's neat!) as well as areas in which you might need training.
 3. You can control your own training opportunities, ie. work your plan.
 4. You will possibly increase your chances of promotion. (Sorry, no guarantees here.)

Q: If I have some questions, who can I call?

A: Call . . . Jane Fitzgerald . . . at 729-3077.

Q: How can I get involved?

A: JUST TURN THE PAGE!



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The assessment is made up of 211 separate skill and knowledge areas across 14 different categories. Each category represents a distinct municipal function or the requirements of a typical municipal administrator.

The Assessment was not stapled. This will make copying easier.
Please **don't staple** the Assessment when you return it for analysis.

**We are aware that not every skill or knowledge area
will apply to you in your job.**

No problem . . . that is why **Not applicable** (n/a) was included as an option.
If something doesn't apply to you, circle n/a and move on to the next item.

To complete the assessment you will need:

- ☞ A sharp pencil or two - a pen is so final - you may change your mind
- ☞ A decent eraser - just in case you do change your mind
- ☞ A calculator . . . for a small bit of simple math
- ☞ A comfy, quiet spot . . . maybe a cuppa something
- ☞ Plenty of time - To get the maximum out of this you need to have the time to think about your job and how you relate to the skills on the form.

Step 1 . . . For each skill and knowledge area in a category. . .

1. Complete Column 1 - Importance:

For each skill and knowledge item listed, circle, in the *Importance* column, the **number** that best describes its how important it is to your role as a Municipal Administrator. Please use the following scale:

- n/a . . . not applicable
- 1 . . . somewhat important
- 2 . . . important
- 3 . . . very important

REMEMBER: If you assign *not applicable* (n/a) to an item, do not complete Column 2 . . . instead, move on to the next item in the list

2. Complete Column 2 - My Level and Training Needed:

For each skill and knowledge item, circle in the *My Level and Training Needed* column, the number that best describes your current need for training. Please use the following scale:

- 1 . . . I have considerable knowledge/skill . . . I need no help to do this
no training needed
- 2 . . . I have most of the knowledge/skill . . . need very little help to do this;
a little training needed
- 3 . . . I have some knowledge/skill . . . need some help to do this
some training needed
- 4 . . . I have little or no knowledge/skill . . . need considerable help
need a lot of training

Note:

Please make thoughtful decisions. Don't sell yourself short. You have many well developed skills. Focus on those skill and knowledge areas that you really need help in improving.

3. **Add Column 1 and Column 2 and record the result in Column 3**

Add the values in Column 1 and Column 2 and record the result in Column 3 - *AMy Score*

Sample:

Skill and Knowledge Areas	C1 Importance	C2 My Level and Training Needed	C3 C1 + C2 My Score
Category A: Interpret & Apply Government Acts and Regulations			
1. Have a thorough working knowledge of the Municipalities Act	n/a 1 2 3	1 2 3 4	
2. Know the legal limitations of the authority of council as provided by the Municipalities Act	n/a 1 2 3	1 2 3 4	
3. Have a thorough knowledge of the structure, programs, services, responsibilities, and personnel of the Department of Municipal and Provincial Affairs.....	n/a 1 2 3	1 2 3 4	
4. Have a basic knowledge of the responsibilities and the jurisdictions of other government departments.....	n/a 1 2 3	1 2 3 4	
5. Know what other government Acts and Regulations impact on municipal governments.....	n/a 1 2 3	1 2 3 4	
6. Have a working knowledge of those sections of other government Acts and Regulations that apply to the municipal level.....	n/a 1 2 3	1 2 3 4	
7. Know how to interpret/understand Acts.....	n/a 1 2 3	1 2 3 4	
8. Know and use <u>all</u> available resources and contacts to assist in proper interpretation.....	n/a 1 2 3	1 2 3 4	
9. Know the meaning of legal terminology of relevant Acts and Regulations	n/a 1 2 3	1 2 3 4	
10. Know and communicate to council the legal ramifications of not following Acts and Regulations.....	n/a 1 2 3	1 2 3 4	
	n/a 1 2 3		

Skill and Knowledge Areas	C1 Importance	C2 My Level and Training Needed	C3 C1 + C2 My Score
	n/a 1 2 3		
Category A Total			

Step Two . . .

1. Total the scores for each category and record in the place indicated on the forms.
2. Transpose the category totals to the **Score Sheet**.
3. Make a copy of the assessment and the Score Sheet for yourself. Please do not staple the original.
4. Send the original to:

Jane Fitzgerald
 Manager, Municipal Training Program
 Department of Municipal and Provincial Affairs
 P.O. Box 1800
 St. John's, NF A1B 4J6

**We will do the calculations and the analysis
 and mail the results back to you**

Optional
Get a Second Opinion

Although this part of the process is optional , it is recommended for you to complete this part. An objective second opinion will help you to be more sure about your needs.

1. Have someone who is familiar with your work review your assessment (e.g. mayor, other office staff, a councillor).
2. Meet with them and discuss the assessment. You both should agree on the scores.
3. When consensus is reached both of you should sign the assessment. See the Score Sheet.

4. Then send the assessment, as above.

Need any help?

Call Jane Fitzgerald at 729-3077

Scoring Information

For Individual Skill and Knowledge Items . . .

- ☞ The higher the score . . . the greater the apparent need for some kind of training consideration or activity.
- ☞ We recommend focusing your plan for improvement on items where you scored 5 or higher.
- ☞ In our analysis, we will be focusing our attention on scores of 5 or greater, since they show the strongest need.

For Categories . . .

- ☞ We will be computing the average score for each category. **(You do not have to do this)**. Then when all the averages for all categories have been calculated, we can compare the results across the 15 categories.
- ☞ Again, the higher the category average . . . the stronger the apparent need for training in the skill and knowledge areas of the category as a whole.
- ☞ Category averages of 5 or greater indicate the greatest need.
- ☞ This is important information for you when you are developing your personal training plan.

In addition to providing you with your personal results and analysis, we will be doing a statistical analysis of the all the results. This will help to determine the direction of the development of our regional and provincial municipal training and development plans and programs.

Just for fun . . . You can calculate your own category averages if you want

For each Category . . .

1. Transcribe your Category Total to Column D on the Score Sheet
2. Count the number of times you circled An/a@ and record in Column B
3. Subtract the number in Column B from the number already shown in Column A (# of items in the category)

4. Record your result in Column C
5. Divide your total score in Column D by the number in Column C and record the result in Column E (this is your **Average Score** for that category)