



Ontario Municipal Management Institute

## Application to the Certified Municipal Manager (CMM) Accreditation Program

### Features

- \* enhance marketability.
- \* capture all education and experience.
- \* managerial level of recognition.
- \* detailed career needs analysis.
- \* framework to focus development.
- \* complement a professional designation.
- \* legislated credential
- \* profession-specific enhancements



*The CMM is the only management designation for all local government staff!*

Accreditation Partner Associations offer profession-specific “enhancements” to the following professions;



Suppression



# CMM Accreditation Program

## 1. Introduction

### a) Historical

Local government managers had been suggesting for some time that a management oriented career development system should be created. The Institute's Professional Standards Committee organized in 1980, a Local Government Management Skills Analysis Session in which the skill and knowledge areas necessary to a local government management core curriculum were identified.

To help determine what programs and courses in the educational Institutions were being utilized by local government officials, and to identify key gaps in the existing curriculum, a series of meeting called "Educational Needs and Opportunities for Municipal Officials" was organized across the province. The eight meetings brought together one hundred and sixty-one municipal officials and eighty academics to discuss existing programs and municipal needs. At these meetings, held from October 1980 to May 1981, many elected and appointed officials expressed their support for the Board's initiation of a management development program. During the summer of 1981, the Board circulated a questionnaire to municipal officials to find out more about their employment and educational backgrounds, and to test the suitability of a first draft of the program which had been developed by the Professional Standards Committee

### b) Legal Status

In May 1988, Private Member's Bill (PR 27) accorded legal status and recognition to the Accreditation Program. This bill renamed the organization and the designation. The Ontario Municipal Management Development Board became the Ontario Municipal Management Institute (OMMI) and the Professional Municipal Manager became the **Certified Municipal Manager (CMM)**.

### c) Charter Goals

The principal goal of the OMMDB (now OMMI) as stated in its charter was:

*"to establish an Academy for Local Government Management offering credentials recognizing achievement."*

## 2. Program Features

Recognizes and develops management capabilities of Ontario's local government administrators. Provides a working framework to assess management experience and education, relevant to local government, with specific direction to advance.

*(See CMM Member Evaluation example for detail.)*

### A. Academic Achievement Component *(Detailed sub-topic list available on the website)*

#### 1. Core Curriculum

a) Subject Areas: Financial & Information, Human Resources, Local Government, Public Policy, and Basic Skills.

b) Courses, seminars, and conference topics are pointed by length.

- 2 semesters (60 to 90 hours) = 6.0 points
- 1 semester (30 to 45 hours) = 3.0 points
- Conference sessions < 3 hours are accumulated in common topic areas to achieve a 3 hr min = 0.25 point
- OMMI / Accreditation Partner seminars (6 hours) = 1.0 point, (3 hours) = 0.5 point
- Other seminars/workshops/presentations (6 hours) = 0.5 point, (3 hours) = 0.25 point
- General education not in the core curriculum (30hrs) = 0.5 point
- Theory gained in small groups/one-on-one instruction may be credited based on cumulative length/hrs (ie. IH computer training)

#### 2. Point & Subject Level Requirements and Compulsory Subject Level Requirements *(detailed on web site)*.

#### 3. Re-Certification Requirement

Implemented June 11, 1999, to encourage members recognizing and validating their continuing professional development.

Members must achieve 10 points (5 minimum Academic) every 3 years to maintain their CMM. An increase in CMM level precludes the requirement. *(See web site for chart)*.

### B. Employment Experience Component *(See Point Index on website for specific point values)*

#### 1. Magnitude of Responsibility

Points are awarded based on the actual numbers of staff and size of budget. The CMM II and III level require, in a member's career, responsibility for a minimum combination of the elements of both staff and budget listed below at c).

#### A) Staff Responsibility

- a) vacation
- b) discipline
- c) wage changes
- d) hire/fire

- e) job description changes
- f) conduct/sign off appraisals
- g) delegate/supervise work
- h) time off/overtime

#### B) Budget Responsibility

- a) actual responsibility
- b) preparation of estimates
- c) monitoring
- d) remedial recommendations
- e) spending authority

#### C) Requirements

	CMM II	CMM III
Staff	3/8	5/8
Budget	2/5	3/5

2. Complexity of Job Functions: a) Reporting Relationships, b) Working Relationships (internal / external), c) Range of Job Experience

3. Duration of Employment (in each position).

4. Range of Career Experience: Considers the growth in a member's responsibilities and function over the course of a career to date.

5. Professional / Community Contributions: Considers an administrator's voluntary involvement in local government organizations and includes teaching in the field and publication of papers or presentations. Volunteer community involvement is also recognized.



## CMM Accreditation Program (cont'd)

### 3. Policies and Services

a) Terms of Reference: The Policy & Accreditation Committee is OMMI's certifying body of volunteers drawn from our member local governments, municipal associations, academic Institutions and members of the CMM Program. Every effort is made to ensure the committee is balanced and represents the interests of our members to:

- Represent and promote the interests of the Institute and its membership.
- Promote the growth and development of the Institute and its programs.
- Set policies with respect to the provision of services to members and the accreditation process of the CMM program.
- Evaluate member applications and award the appropriate level of CMM and profession-specific "enhancements".
- Precedent management courses and/or seminars for application pointing.

Note: Evaluation Committees, from our Accreditation Partner Associations, recommend the CMM "enhancements" to the P&A Committee. Committee Chairs are also members of our P&A Committee to ensure the continuity of the program.

b) Code of Ethics: (*Adopted during the Board of Directors Annual Meeting, June 11, 1999.*)

*Upon application members agree to abide and subscribe to the following principles and ethics in their professional conduct:*

- *To conduct public and private life to be an example embodying honesty and integrity;*
- *To indicate through actions: a commitment to service, to community, and to law and good governance;*
- *To strive to constantly improve skills and abilities through continued learning and professional development.*

c) Eligibility: Members must have a minimum of one year in a local government line position, at some point of their career, to qualify.

d) Annual Renewal: To maintain the right to use their CMM, annual renewal is required.

e) Career Guidance: Members may update at anytime. A processing fee applies when members accumulate enough points to change their CMM level. Minor changes may be identified in a letter or email. Academic and Employment Experience updates are submitted in writing with supporting documentation, where possible. Members will be notified, in writing, as to the recommended value of any updates submitted. Employment Experience updates for a new position should provide detail in the format of original application (Staff, Budget, Reporting Relationships, Job Description, and Duration).

f) Information and Counselling Services: OMMI maintains an inventory of courses, seminars and workshops offered by training organizations in local government and core curriculum topics. Available to members, on a request basis, and may be directly linked to their point or subject requirements, to advance in the program. Members are encouraged to keep a record of seminars and courses attended (brochures, course outlines, etc) for clarification and verification.

g) Evaluation: A completed application results in a detailed evaluation, identifying current education and experience point levels, in respect to the four levels of CMM. The recommendation identifies the number of points or subject areas needed to progress. (*See CMM Member Evaluation example for detail.*) Members may update and request, at any time, specific guidance on courses or seminars, from any source available, to achieve the required points to advance.

h) Process: Application received → detail confirmed to member → evaluation to P&A Committee (meets 3 times/year) → Committee member calls/emails to congratulate → package couriered to member (includes detailed evaluation and recommendation).

j) CMM Enhancements: Accreditation Partnerships, with seven professional associations, now offer profession-specific "enhancements" for our respective members. These opportunities, developed and verified by our Partner Associations, provide a member recognition and career guidance in their chosen profession. Each "enhancement" has a Supplemental Application to be submitted with, or following, the CMM application (*See web site*).

### Frequently Asked Questions

1. How much supporting documentation do I need?

- Copies of certificates/transcripts are not essential for every course or seminar but all need to be listed to be given points.
- Marked conference agendas are helpful to receive full credit --- most associations/conferences are able to forward copies to members.

2. Why copies of transcripts?

- They provide a complete list from a degree/diploma.
- Also used for verification.

3. How long does it take to be accredited?

- Process timings vary depending on completeness of application when received.
- P&A Committee meets 3-4 times/year to award new designations and updates to members advancing.
- If application arrives a week prior to a meeting and is generally complete, it will go to the meeting (members advised of next meeting upon receipt).
- If received just after a meeting it may take up to 90 days. Special meetings are called, as necessary, to maintain a level of service to members.

4. Who recognizes it?

- Recognized by Provincial statute through a Private Member's Bill.
- 1600 awarded in over 400 local governments, throughout Ontario, all levels of staff and 30 professions.
- Currently, 7 Accreditation Partner Associations recognize it, providing their own profession-specific enhancements to the CMM.

5. What does "membership" include?

- A detailed, complete evaluation with a Recommendation identifying points or subject areas needed to advance, where appropriate.
- Congratulatory letter for you, your supervisor and your Head of Local Government (distribution is member's discretion).
- Caligraphied certificate with the number of medallions indicating level of achievement.
- Lapel pin matching level of achievement.
- Member's only, specially-designed, certificate frame, available to purchase, fully matted, and accessible add medallions or "enhancement" insignia.
- Update additional training or supplemental experience to increase points and advance.
- Request specific information on seminars and courses available to advance in the program.
- Forward prospective conferences/courses or seminars to be "point precedent" to determine impact on member's standing.
- Recertify (every 3 years) at no additional fee.

6. How many courses do I have to take?

- It is not a prescribed requirement of courses and seminars.
- It credits all your current education and employment.
- Provides a level of achievement and requirements to advance.

7. What if I haven't kept track of education (records)?

- Members list and document to the "best" of their recollection.
- Members will be advised if additional documentation for pointing or verification is required.



# Application Certified Municipal Manager (CMM) Accreditation

## A. Academic Achievement

1. List all University/College Programs completed indicating the Institution, degree, diploma or certificate with a course list or copy of transcript indicating length of course (as below).
2. List all seminars/workshops, courses, and conferences (include a copy of annotated agenda or sessions attended).

Course/Seminar Title	Sponsor or Institution	Length
Effective Writing Skills	OMMI	1 day
Municipal Admin – Unit 1	St. Lawrence College	30 hours
AMCT Conference June 05	AMCT	See attached agenda (3 days)

3. List courses or programs you are currently enrolled in (evaluated towards recommendation for advancing).
  4. List course/seminars/workshops you may be planning to take (evaluated towards recommendation for advancing).
- NOTE: A course outline/synopsis ensures proper crediting for courses with a general title (i.e. Management 201).

## B. Employment Experience

Complete Sections ①, ② & ③ below for each position in the last 10 years

**Current Position Title:** \_\_\_\_\_  
**Employer:** \_\_\_\_\_

**① Magnitude of Responsibilities**  
A. Staff Supervised Directly \_\_\_\_\_ Indirectly \_\_\_\_\_  
Authority: Approve (A) or Recommend (R) (please circle one)  
Vacation A R  
Discipline A R  
Hire/Fire A R  
Recommend Wage Changes A R  
Approve Overtime A R  
Recommend Changes to Job Description A R  
Conduct/Sign Off Performance Appraisals A R  
Delegate Work A R

B. Budget  
Actual Budget Responsibility \$ \_\_\_\_\_  
Spending Authority \$ \_\_\_\_\_

Preparation of Spending Estimates Yes No  
Monitoring Yes No  
Recommendations for Remedial Action Yes No

**② Complexity of Job**  
A. Reporting To: Position/Title \_\_\_\_\_  
B. Working Relationships (attach list)  
i) Internal Departments (ie Clerk's Department)  
ii) External Agencies (ie Ministry of Municipal Affairs)  
C. Major Job Functions (Attach Job Description)

**③ Duration in this position** \_\_\_\_ (mm/yy) to \_\_\_\_ (mm/yy)

**Previous Position Title:** \_\_\_\_\_  
**Employer:** \_\_\_\_\_

**① Magnitude of Responsibilities**  
A. Staff Supervised Directly \_\_\_\_\_ Indirectly \_\_\_\_\_  
Authority: Approve (A) or Recommend (R) (please circle one)  
Vacation A R  
Discipline A R  
Hire/Fire A R  
Recommend Wage Changes A R  
Approve Overtime A R  
Recommend Changes to Job Description A R  
Conduct/Sign Off Performance Appraisals A R  
Delegate Work A R

B. Budget  
Actual Budget Responsibility \$ \_\_\_\_\_  
Spending Authority \$ \_\_\_\_\_

Preparation of Spending Estimates Yes No  
Monitoring Yes No  
Recommendations for Remedial Action Yes No

**② Complexity of Job**  
A. Reporting To: Position/Title \_\_\_\_\_  
B. Working Relationships (attach list)  
i) Internal Departments (ie Clerk's Department)  
ii) External Agencies (ie Ministry of Municipal Affairs)  
C. Major Job Functions (Attach Job Description)

**③ Duration in this position** \_\_\_\_ (mm/yy) to \_\_\_\_ (mm/yy)

**④ List all jobs held before the ten-year period.** (attach detail: job title, employer and duration)

- ⑤ Professional / Community Contribution (voluntary)** (attach list)
- a) Committee or board activities (identify organization and duration).
  - b) Awards for professional or community contributions.
  - c) Presentations or articles with management content.
  - d) Volunteer involvement, coaching, service associations, etc.
  - e) Teaching (courses / workshops). List topic, length and host.

Application is to be witnessed by a senior local government official. Witness Signature: \_\_\_\_\_  
Name: \_\_\_\_\_ Date: \_\_\_\_\_

I understand that OMMI reserves the right to investigate the authenticity of the information provided and will disqualify an applicant who has wilfully provided false information.

Name: \_\_\_\_\_ Employer: \_\_\_\_\_  
Title: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_  
Preferred Mailing Address: \_\_\_\_\_  
Applicant's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*Mail or courier completed application, with attachments, to 618 Balmoral Dr., Oshawa ON, L1J 3A7*



### CMM Evaluation

Appendix 12  
PSA Agenda  
May 23, 2007

Member #0000

#### A. Academic Achievement

Degrees: BA – University of Toronto (UT)  
Certificates: HR Management – Seneca College, Municipal Admin - AMCT  
Courses: Seneca College (SC), Humber College (HC)  
Seminar/Workshops: OMHRA (OM), In-House (IH), WHMIS (WH), Career Track (CT), Pryor Seminars (PS), Microsoft, OMMI

#### AREA 1: Financial & Information Management

1.1 Accounting	UT 3.0	3.00
1.2 Financial Mgt/Budgeting	AM 3.0, IH 0.25	3.25
1.3 Auditing		
1.4 Financial Analysis		
1.5 Econ/Public Finance	UT 6.0	6.00
1.6 Computer & Info Mgt	HC 3.0, SC 3.0, IH 1.5, MS 1.25	8.75
		21.00

#### AREA 2: Human Resources Management

2.1 Personnel Admin	IH 1.5, WH 2.0, OMO 0.75, SC 6.0, UT 1.0	11.25
2.2 Org Behaviour	SC 9.0, UT 12.0, OM 0.5	21.50
2.3 Labour Relations	SC 3.0, OM 0.5	3.50
		36.25

#### AREA 3: Local Government

3.1 Structure	AM 3.0, IH 0.5	3.50
3.2 Municipal Law	IH 0.5	0.50
3.3 Intergov't Relations		
3.4 Local Policy Making	AM 3.0, HC 1.5	4.50
3.5 Local Gov't Mgt	AM 3.0	3.00
		11.50

#### AREA 4: Public Policy

4.1 Public Admin	UT 3.0	3.00
4.2 Public Policy		
4.3 Fed/Prov Systems		
		3.00

#### AREA 5: Basic Skills

5.1 Written Comms	SC 3.0, HC 1.0, UT 6.0	10.00
5.2 Oral Comms	PS 0.5, SC 3.0	3.50
5.3 Language Skills		
5.4 Analytic Technique	UT 3.0	3.00
5.5 Mgt/Supervisory Skills	CT 0.5, OMMI 2.0	2.50
		19.00

POINT SUMMARY	General 8.0	+ Core 90.75	= 98.75	+ Employment Experience 57.0	= Total 155.75	Recommendation: CMM I
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Requirements to advance:

CMM II \* 3.5 points in AREA 3  
\* 2 points in AREA 4

CMM III \* 3 points and a subject credit in AREA 2  
\* 3 points in AREA 4  
\* 13 points in the Employment Experience component

## Sample CMM Evaluation

Member # ensures confidentiality

Courses, Seminars, Conferences point value based on # of hours

AREA 2 point total

Points and subjects to advance (Members may request information for specific courses or seminars to meet point/subject requirements)

Level of Achievement

3<sup>rd</sup> column if 3 jobs in the past 10 years

## Application Checklist

- Complete Application format for each numbered or lettered section
- Attach copies of transcripts or photocopies of degrees, diplomas or certificates for verification
- Attach copies of transcripts or lists of courses for pointing (if provided in #2, additional copy is not needed).
- Attach list of seminars with topic and length (hrs/day), supporting documentation for every seminar is not necessary.
- Attach copies of conference agendas and highlight or circle specific sessions attended.
- Attach copies of agenda for association, single day, regional/zone meetings and multiple topic sessions
- Attach courses/seminars/lectures or presentations  
Instruction of topics in the core-curriculum are given double academic points based on hours taught (one for each topic)
- Attach job description(s) for each job in the past ten years
- Attach a resume (need not be current) if possible
- Sign application
- Have witness sign – not as verification of content
- Include appropriate fee or VISA # (invoice available upon request)
- Courier or mail to 618 Balmoral Drive, Oshawa, ON L1J 3A7



#### B. Employment Experience

Member # 0000

Original Assessment	Update 1	Update 2	Update 3
May 23, 2007			
Level awarded:	Level awarded:	Level awarded:	Level awarded:

Job Titles	HR Manager – REGION (Current)	1	HR Supervisor – CITY (Previous)	2	3
<b>1. Magnitude</b>	Direct 3 Indirect 15	1.0	Direct 2 Indirect 6	1.0	Direct Indirect
<b>A. Staff</b>	Vacation A Overtime A Discipline R Job Change A HeadFire – Appraisal A Wage Rate R Delegate A		Vacation R Overtime A Discipline R Job Change A HeadFire – Appraisal R Wage Rate R Delegate A		Vacation Overtime Discipline Job Change Appraisal HeadFire Wage Rate Delegate
<b>B. Budget</b>	Actual \$ 250 K Spending Auth \$ 500 Preparation X Monitoring X Remedial Action X	1.0	Actual \$ – Spending Auth \$ 150 Preparation X Monitoring X Remedial Action X	1.0	Actual Spending Auth Preparation X Monitoring X Remedial Action X
<b>2. Complexity</b>					
<b>A. Reporting Relationship</b>	Director of Human Resources	3.0	Department Head – Director of Corporate Services	2.5	
<b>B. Working Relationships</b>					
<i>i) Internal</i>	All departments, all levels of staff	8.0	Same	3.5	
<i>ii) External</i>	Lower tier municipalities, Municipal Affairs, Benefits and Insurance carriers, local college, OMHRA		Surrounding municipalities, benefit carriers, local college, consultants		
<b>C. Range of Job Experience</b>	Resp for daily operation of HR department including staff benefits, coord training and labour relations	7.5	Resp for administration of pensions and benefits section, including training & delivery	3.5	
<b>3. Duration</b>	4 years	10.0	7 years	5.0	
		Sub-Total 30.5		Sub-Total 16.5	Sub-Total
<b>4. Career Experience</b>	HR Officer – City – 2 years				
<b>5. Professional Contributions</b>	Member, Service Committee – OMHRA – 2 years, IH Trg: re Benefits/Pensions, Board of Directors – Women's Shelter – 5 years, Local Service Group Leader – 2 years				10.0

TOTAL Points: 57.0