



CMO MANUAL

Certified
Municipal
Officer



AMCTO
THE MUNICIPAL EXPERTS

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INTRODUCTION



The Handbook is your guide to the CMO Accreditation Program. It provides you with everything you need to know in order to participate in and complete the certification process.

The Handbook is presented in four parts and is designed to provide you with the information you need as you work through each step of the process. Each part focuses on a key phase of the certification program.

Section A: Program Overview

Section B: The Submission

Section C: Maintenance of the Designation

Section D: Tools and Resources

If you still have questions after reading the Handbook and reviewing the website, please email: accreditation@amcto.com

Candidates for certification are required to follow all policies, procedures and guidelines outlined in the Handbook.

SECTION A: PROGRAM OVERVIEW

The Program Overview section of the Handbook is designed to provide those who are curious about CMO Accreditation with a high-level overview of the Program. The Competency Framework can be found as a separate resource on our website

This is recommended reading for those who want to find out more about the CMO and pre-reading for all prospective CMO candidates prior to registration.

SETTING STANDARDS

The CMO Accreditation is a Management and Leadership focused designation for municipal professionals. The CMO is Ontario's only municipal management designation that maps onto and accredits the specific professional knowledge and skills required to be a successful local government manager.

The CMO designation provides municipal management and leadership professionals the ability to prove their competency and be confident in their knowledge, skills and abilities in the field.

QUALIFICATIONS

To apply for the CMO Program you need the following:

1. Be a member of AMCTO in good standing,
2. Be employed by a municipality (or related organization) with at least three (3) years of municipal management/leadership experience, and
3. Have completed the AMCTO Municipal Administration Program (MAP) or an acceptable equivalent. Find out if you are eligible for an exemption by reviewing Section 5 in the [Diploma in Municipal Administration \(DMA\) Terms of Reference](#).

CMO AT A GLANCE

8 CMO COMPETENCIES

- › **Municipal Operations**
- › **Communication**
- › **Service Delivery**

SECTION A: PROGRAM OVERVIEW

- › Government Relations and Citizen Engagement
- › Strategic and Organizational Management
- › Human Resources Management
- › Financial Management
- › Leadership

As the CMO remains competency based, candidates are required to demonstrate knowledge, skills and ability in the 8 management competencies as outlined online.

AMCTO will exempt holders of certain professional designations from having to prove relevant CMO competency areas. For more information see **Appendix 2** attached to this Handbook.

SECTION B: THE SUBMISSION

OVERVIEW OF THE CMO SUBMISSION

Preparing your submission is a lot of work and we want you to be successful. We have designed the Submission Process and Prescribed Forms to help you compile all the relevant documentation and assist you in knowing how to address all of the required outputs against which your submission will be assessed.

If you still have questions about the submission process after reading this information, contact **accreditation@amcto.com**

THE SUBMISSION PROCESS

It is important to follow the submission process in order so that you do not miss a step.

READ

The prerequisites for the CMO. Have you met all entry prerequisites? You will be required to provide proof.

The CMO Competency Framework, available on our website. You will be required to demonstrate ALL competencies, associated sub-competencies and behaviours, unless you qualify for exemptions as outlined in **Appendix 2**.

The CMO Accreditation Handbook. The purpose of the Handbook is to guide candidates through the Accreditation Program. It is the primary source for program support.

SECTION B: THE SUBMISSION

SELF-ASSESS

Complete a self-assessment online.

It is important to identify any gaps in knowledge or experience you may have, as this may impact your ability to demonstrate competency.

If you have knowledge and experience in each of the 8 competencies, proceed to the next step. If not, your self-assessment can be used to plan your professional growth to acquire the knowledge and experience you require for the CMO. You also have the option of applying for the Accredited Municipal Clerk (AMP) now as it is designed for non-management professionals. now and re-visiting the CMO submission process down the road

REGISTER

Online as a CMO Candidate with AMCTO.

Payment is not required at the time of registration.

Registered candidates will receive a Submission Package which includes the Prescribed Forms you will need to complete your application.

As a registered candidate, you will be notified of webinars and other activities offered to candidates.

This step is critical to ensure you receive any program updates or changes.

SECTION B: THE SUBMISSION

COMPLETE

Once registered, you will be assigned a mentor. Mentors have gone through the accreditation process themselves and while not mandatory to connect, most candidates find their insight (planning an approach, overcoming hurdles, general guidance), incredibly valuable as they work through their submission

Your submission using the Prescribed Forms. Forms must be complete and not modified in any way or your Submission will be returned without review.

Requests for exemption, if any. For more information about eligibility and claiming exemptions, review the Exemption Guidelines in this Handbook.

SUBMISSION DATES

- › **March 15th** for granting of designation at June Board meeting (Any submissions received after March 15th will be held and processed only after all submissions received by the deadline are processed. AMCTO does not ensure any applications received after March 15th will be processed prior to the June Board meeting).
- › **July 15th** for granting of designation at September Board meeting
- › **September 15th** for granting of designation at November Board meeting
- › **December 1st** for granting of designation at February Board meeting

THE REVIEW PROCESS

Preliminary Review by AMCTO Staff



(upon submission)

Assessment by CMO Review Team



(2-3 weeks)

Decision Granting of Designation



(next board meeting)



Preliminary Review: AMCTO staff will conduct a preliminary review of your Submission to determine if it is complete. Candidates will be contacted if anything is missing or the Prescribed Forms were modified or not used. If required, your Submission will be returned to you to complete.

Assessment by CMO Review Team: A CMO Review Team consisting of 3 reviewers will each individually review your Submission against the CMO Competency Framework including competencies, sub-competencies, behavioural indicators and required outputs.

We have recently introduced a threshold for CMO Approvals: Applicants meeting 85%-100% approval rate for their submission will be automatically recommended for the CMO. For applicants with between 75-85% of their submission approved, they will be provided the opportunity for a structured interview, facilitated by staff, to help reviewers decide on final approval.

In this framework, preference of applicants and reviewers will be taken into account along with administrative discretion by staff (outside of the thresholds themselves).

Granting of Designation: AMCTO Board of Directors grants the CMO designation. Once the Board of Directors grants the CMO designation, candidates are notified by letter, which grants the candidate authorization to use the CMO designation. In order to be awarded the CMO, candidates must be an AMCTO Member in good standing.

Successful CMO recipients are invited to the next AMCTO Annual Meeting and Conference to be recognized for this achievement. Alternate arrangements will be made for those who cannot be in attendance.

THE REVIEW PROCESS

1. Electronic submissions required in a PDF format, bookmarked, with links to supporting documentation.

Electronic submissions may be submitted by one of the following methods:



email to
accreditation@amcto.com



uploaded to
Drop Box or Google Drive



on a flash drive
mailed to:
AMCTO, Accreditation
2680 Skymark Avenue,
Suite 610
Mississauga, ON L5W 4L6

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SECTION C: MAINTENANCE OF THE CMO DESIGNATION

REPORTING PDU

Maintain a log of professional development activities. Report your activities, claim PDUs every three (3) years and get credit for your work as you continuously develop within your profession.

CMO holders will receive a notice from AMCTO every three (3) years asking for submission of their PDU log. CMO holders will be required to keep supporting documentation for all PDUs claimed as random audits will be conducted of holders, however, supporting documentation will not be required at the time of submission of the PDU log.

Table #2 below is a Chart which outlines the requirements for submission of professional development activities. Table #3 below is a sample of a completed section of the PDU log.

TABLE 2: PDU CHART | 60 PDUS ARE REQUIRED IN A 3 YEAR CYCLE

| Category | Description of Acceptable Activities Related to the Municipal Sector | Required Documentation <small>Apply your activity to one of the 8 competency categories</small> | Additional Required Documentation <small>(if audited)</small> |
|---|--|---|--|
| Continuing Education and Professional Development | <p>Attending educational courses offered by AMCTO; other relevant educational courses, conferences, seminars or symposiums.</p> <p>Professional development – completing an academic course offered by a university or college</p> | <p>Name/Topic and date(s) of Course/ Program: Name of Certificate/Degree granted if applicable</p> <p>Certificate of completion</p> | Registration receipt, syllabus |
| Self-Directed Learning (non-structured) | Self-directed learning activities which are individualized learning events involving personally conducted research or study; reading articles, books, or instructional manuals; watching videos, using interactive CD-ROMs, podcasts, or other source material; having formal discussions with colleagues, co-workers, clients or consultants; being coached or mentored by a colleague, coworker or consultant. | Topic and method of learning | Evidence, description, purpose and sample notes |
| Teaching and Presenting | Serving as a speaker or instructor for management related courses and presentations; serving as a moderator of a relevant discussion; serving as a subject matter expert for a panel discussion. Presenting in a webinar or podcast. | Topic/type and date of teaching and/or presenting | Agenda, schedule, lesson plan outlining session details |

SECTION C: MAINTENANCE OF THE CMO DESIGNATION

TABLE 2: PDU CHART | 60 PDUS ARE REQUIRED IN A 3 YEAR CYCLE

| Category | Description of Acceptable Activities Related to the Municipal Sector | Required Documentation <small>Apply your activity to one of the 8 competency categories</small> | Additional Required Documentation <small>(if audited)</small> |
|------------------------|--|--|---|
| Designing Courses | Creating a course or developing course content for management related courses. | Topic/type of course and content. | Agenda, schedule, brochure, table of contents |
| Professional Writing | Authoring/co-authoring a management textbook; a peer reviewed article; an article; an article for relevant electronic or print newsletters; an article published on an official organization, professional or company blog | Name of article, book, etc. and publication issue and title or website link | Copy of article, table of contents, any other material as evidence of published material |
| Community Involvement | Providing volunteer, non-compensated management services to non-employer/non-client groups. Active participation with professional/community organization-senior level | Your role, name and type of organization and length of time involved | Letter from organization acknowledging your participation, time spent and brief explanation |
| Sharing Your Knowledge | Acting for a municipal organization as a marker, reviewer, mentor of academic or accreditation programs | Your role, name and type of organization, and length of time involved Documentation of role from organization | Letter from organization acknowledging participation, time spent and brief explanation |

SECTION C: MAINTENANCE OF THE CMO DESIGNATION

TABLE 3: SAMPLE OF CMO PDU LOG

| PDU Category | Competency Category | Description of Activities |
|---|--|---|
| Continuing Education and Professional Development | <ul style="list-style-type: none"> ■ Leadership ■ Strategic and Organizational Management ■ Service Delivery ■ Financial Management ■ Government Relations and Citizen Engagement ■ Human Resource Management ■ Municipal Operations ■ Communication | <p>Course Name: Emotional Intelligence- proof of attendance attached</p> <p>Course Provider: IHHP</p> <p>Course Date: October 16, 2014</p> <p>No. of Hours: 7 = 7 PDU</p> <p>Certificate/degree granted – none</p> <p>Description of content: Why do smart people fail? Why do technically brilliant individuals have trouble managing others and collaborating on a team? It is not because they lack intelligence or technical skills. Far from it. What they lack is a critical level of Emotional Intelligence. Whether you are a formal manager or want to increase your individual performance (or both), this training program, will teach you the foundational skills.</p> |

SECTION D: TOOLS AND RESOURCES

Strategic & Organizational Management

Problem Solving & Decision Making
Project Planning, Execution & Control
Knowledge of Organizational
Managing Consultants, Partners
& Other Stakeholders
Strategic Planning

Municipal Operations

Implementation &
Administration of Legislation
Policy Development

Government Relations and Stakeholder Engagement

Public Engagement & Consultation
Government Relations Advocacy

Human Resource Management

Recruitment & Hiring
Performance Management
Coaching & Mentoring
Labour & Employee Relations

Leadership

Team Leadership
Vision
Manage Change
Emotional Intelligence
Integrity

Service Delivery

Delivery of Service
Quality of Results

Communication

Report Writing & Presentation Skills
Media & Stakeholder Relations
Social Media & Information
Technology

Financial Management

Budgeting
Financial Analysis & Reporting
Internal Control
Procurement
Risk Management

CMO PREREQUISITE EXEMPTION

For those who qualify, AMCTO will provide an education-related exemption from the Municipal Administration Program (MAP) requirement. Individuals who graduated with a degree focused on municipal public administration from an accredited Canadian university within the past 10 years may be eligible to apply for exemption. For more information, visit the [Diploma in Municipal Administration web page](#). Refer to Section 5 in the Terms of Reference document and use the Exemption Application Form if you meet the conditions for exemption.

CMO SUBMISSION EXEMPTION

AMCTO will exempt holders of certain professional designations from having to prove relevant CMO competency areas. At the time of submission you will need to identify and provide evidence/written documentation to support any exemptions you are claiming. AMCTO will confirm eligibility.

For those who qualify, the following exemption applies to the CMO submission/maintenance of designation requirements:

1. AMCT designation granted by AMCTO

- CMO applicants who hold the AMCTO - AMCT designation are granted exemption for the Municipal Operations Competency of the CMO Accreditation Application.

2. Human Resources designation granted by HRP

- CMO applicants who hold the CHRL (Certified Human Resources Leader) designation granted by HRP, will be granted exemption for the Human Resource Management Competency section of the CMO Accreditation Application.

3. CPA designation

- CMO applicants who hold the CPA (Chartered Professional Accountant) designation, will be granted an exemption from the CMO Financial Management Competency section of the CMO Accreditation Application.

Candidates must submit proof of their designation with their Submission.

APPENDIX 3 | GLOSSARY OF TERMS

COMPETENCY:

A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation (www.businessdictionary.com)

SUB-COMPETENCY:

Describes in more detail the knowledge, skills and abilities related to the Competency. A Competency can have one or more sub-competencies.

BEHAVIOURAL INDICATOR:

Observable, demonstrated behaviour that indicates whether someone has the knowledge, skills and abilities for that particular competency/subcompetency.

SITUATIONAL LEADERSHIP:

Using different leadership styles depending on the situation.

