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**YOUR BOARD OF DIRECTORS  
2009-2010**

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# President's Message

**- Michele A. Schmidt,  
President UMAAS**

**W**ell here I sit in my office looking over my "to do" list again and wondering why it isn't any shorter than it was last week and then realize, that this has been a very unusual year. With Tangible Capital Asset reporting, workshop, grant applications and a municipal election it seems as if the year has just passed me by and I am sure that you all feel the same.

With this year's municipal election some will have new faces on Council and they will be facing a huge learning curve. I hope that everyone will approach these new challenges in a positive manner and work together to ensure that your community receives the best that they deserve.

The Urban Board of Examiners has been very busy and has implemented some changes regarding the Conditional Certification. Please note that when the Board of Examiners grants approval for a Conditional Certificate the maximum period of time to meet the education and/or work experience requirements is two (2) years and that the Certificate holder must have a mentor or supervisor while they gain their work experience.

I have received several inquiries regarding "Administrator Certification". The Municipalities Act requires a municipality with a population of over 100 to employ an administrator who is certified by the Urban Board of Examiners. The requirements for a municipality to employ a certified administrator are to ensure the administration of important community services and public assets is effectively managed. Certification of administrators provide elected officials and taxpayers with assurance the individuals

employed by communities have their qualifications evaluated and meet established standards of knowledge and skills. Your membership with UMAAS should not be confused with your requirements to be certified. If you have questions regarding "Certification" please feel free to contact me at 306-834-2361.

In 2002, the Public Sector Accounting Board (PSAB) released a report which recommended that municipalities record and report their financial activity in accordance with PSAB statements, which includes the Capitalization of Infrastructure Assets report. Effective January 1, 2009 we are required to report all tangible capital assets at their actual or estimated historical cost. I am sure that we all had a very hectic year throughout 2009 working with inventory lists of capital assets, inputting information on computer software to ensure that we meet this deadline. With our year end fast approaching, I know that each and everyone of you are up for the challenges that you are facing. Please ensure that you use the resource material available and visit [www.sasktca.ca](http://www.sasktca.ca) for assistance.

Well with Christmas fast approaching us, we must all remember one thing "You Are Not Your JOB"! In 2009, we had PSAB reporting, reassessment and a municipal election, just to list a few of our many jobs. We must all remember to take time to enjoy life and take some time for ourselves and our families - it is important that we recharge our batteries so that the workload and pressures of our day-to-day routine do not burn us out.

I would like to take this opportunity to extend each and everyone of you best wishes for a wonderful Christmas Season and a Happy New Year!

# Executive Director's Editorial

**- Richard Dolezsar,  
R.M.A.**

**A**s the 2009 year draws to a close, we can probably all breathe a collective sigh of relief. I'd have to say in my thirty years of experience in municipal administration this probably was one of the most hectic in terms of challenges and time demands within the municipal office. The final chapter in a year which began with a reassessment and moved on to the threat of a pandemic, municipal elections and new Council orientation will close with most of us putting the finishing touches on our Capital Asset Schedules in preparation for year end and audit. All said and done, I'm sure that we'll finish out the year with a huge feeling of satisfaction, because after all, it's times like these when only the strong survive.

Speaking of new Council members I hope everyone has had the opportunity to hold a local orientation session or at the very least had your new Council members attend one of the SUMA Newly Elected Officials Workshops. It is important that both Council and the Administrators clearly understand their respective roles.

As we know the position of the Town Administrator can be rather difficult as it is almost impossible to find the right combination of advice and guidance an Administrator gives to a Council or Committees of Council. If we provide too much guidance and advice, Council and the public begin thinking the Administrator is running the show. On the other hand, if the Administrator does not have an input or fails to guide Council around some pitfalls, he or she is accused of not assuming the responsibility of that office.

Another tense moment which can arise is annual salary negotiations with Councils, particularly if you have a large number of new council members. Our salary guideline should be a very useful tool in making your presentations. The guideline will withstand any and all challenges to its integrity and validity. The Association does an in depth survey of salaries being paid across the province. The guideline is then developed based on the "actual" highs, lows and median across the province. We have also made equity comparisons with other fraternal organizations and in all instances the UMAAS guideline will withstand any comparative analysis. Over the years a lot of analysis and review has been expended on ensuring quality data is input into the salary guideline, in all of the different population categories that are needed to reflect the diverse groupings of Saskatchewan Urban Municipalities.

Several years ago I penned an article for the newsletter entitled "What do you know and what are you worth?" I'm going to take this opportunity to reprint a portion of it which I hope will also assist members in their negotiations with Councils.

## What do you know and what are you worth?

Now, there's a couple of questions a lot of your new council members are probably going to be wondering about over the months ahead. A lot of things are happening in the marketplace that deserve a second look. We've all heard of the huge forecast of retirements of urban and rural administrators in the next 4 to 8 years but now we've also already seen a shortage of qualified applicants for many job openings even in some of the larger centers. The future is already here. Also we've all seen the current six figure salaries in health and

education even in middle management positions. Sure the budgets are bigger and some positions are specialized but who really has a broader base of public responsibilities than a Municipal Administrator?

After a good deal of thought I personally came up with what shouldn't be a new theory. Maybe we should take credit for what we do, the skills we have and what we know. How about letting Council and the public know what that is.

Here's a list:

- |   |  |
|---|--|
| * Managerial Capability   | * Leadership   |
| * Accounting, budgeting and financial management                | * Legal/Legislative knowledge                          |
| * Risk analysis   | * Human resources                                      |
| * Oral and written communication                                | * Capacity to research and analyze                     |
| * Public relations  | * Knowledge of Building & Fire Codes                   |
| * Knowledge of street/road construction & maintenance           | * Ability to coordinate & manage construction projects |
| * Knowledge of water & sewer utility operations                 | * ISC Land Titles System                               |
| * Environmental laws  | * Economic development & promotion skills              |
| * Operation of recreation facilities                            | * Labor Standards                                      |
| * Occupational Health & Safety Regs                             | * Team Building  |
| * Technologically proficient - computer hardware & software     | * Tax Enforcement and other collections                |
| * Politically astute and able to work under council environment | * Municipal elections                                  |
| * Planning and development                                      | * Zoning and subdivisions                              |
| * Assessment & Tax Rolls  | * Grant programs and funding applications              |
| * Senior Government liaison                                     | * Local Improvement procedures                         |
| * Capital Asset Valuation                                       | * Tendering Protocol                                   |

Two thoughts came to mind as I listed the multitude of tasks, skills and projects that I've been involved with. The first thought was that I was really proud and the second was that anybody you show this list to will know it has impressive value.

So at the end of the day I'm satisfied that, although guidelines, surveys and comparisons are necessary and important, if anyone is in doubt about your value, first ensure your proficiency and then just show them your list.

Merry Christmas and Happy New Year to All!!

## UMAAS 2010 SALARY GUIDELINE POPULATION 1000 & OVER

Points	1000-1499	1500-2999	3000 Plus
1 - 3	50,330 - 55,030	55,030 - 60,570	72,440 - 77,150
4 - 6	55,030 - 59,770	60,570 - 66,060	77,150 - 81,800
7 - 9	59,770 - 66,060	66,060 - 71,580	81,800 - 88,080
10 - 12	66,060 - 72,360	71,580 - 77,150	88,080 - 91,230
13 - 15	72,360 - 74,700	77,150 - 81,800	91,230 - 94,370

Point Scales	Points	Experience	Points
		1 - 2 Years	1
D/C (Standard Certificate)	2	3 - 5 Years	3
A (Advanced Level I)	3	6 - 10 Years	5
Superior A (Advanced Level II)	5	11 - 15 Years	7
		16 - 20 Years	9
		21 - 25 Years	10

To determine what salary range you would qualify for, fill out the following and refer to the chart for the salary range.

Points: Certificate \_\_\_\_\_ Years of Experience \_\_\_\_\_ Total Points \_\_\_\_\_

## UMAAS 2010 SALARY GUIDELINE POPULATION UNDER 1000

Points	1 - 99	100 - 299	300 - 499	500 - 999
1 - 2	14.40/hr - 15.80/hr	16.50/hr - 17.90/hr	28,310 - 33,030	36,400 - 39,330
3 - 5	15.80/hr - 17.10/hr	17.90/hr - 19.40/hr	33,030 - 38,540	39,330 - 44,040
6 - 8	17.10/hr - 18.50/hr	19.40/hr - 20.80/hr	38,540 - 44,040	44,040 - 51,910
9 - 12		20.80/hr - 22.20/hr	44,040 - 51,910	51,910 - 59,770
13 - 17				59,770 - 66,060

Point Scales	Points	Experience	Points	Assessment	Points
Certificate - 0	0	1 - 2 years	1		
D/C (Standard Certificate)	2	3 - 5 years	3	1 M to 10 M	1
A (Advanced Level I)	3	6 - 10 years	5	OVER 10 M	2
Superior A (Advanced Level II)	5	11 - 15 years	7		
		16 - 20 years	9		
		21 - 25 years	10		

To determine what salary range you would qualify for, fill out the following and refer to the chart for the salary range.

Points: Certificate \_\_\_\_\_ Years of Experience \_\_\_\_\_ Assessment \_\_\_\_\_  
Total Points \_\_\_\_\_

### NOTES RESPECTING THE 2010 SALARY GUIDELINE

1. This Guideline has been verified with a Salary Survey conducted in 2008 and annual comparisons to Fraternal Organizations including Rural Municipal Administrators' Association, Saskatchewan Association of School Business Officials, Manitoba Municipal Administrators' Association and Local Government Administrators' Association of Alberta.
2. Dividing the guideline into population segments assists in reflecting the employer's ability to pay.
3. Population categories take into consideration budget factors, annual expenditures and size of staff.
4. Hourly rate basis for the under 300 communities will assist them in applying the guideline to their situations.
5. Circumstances caught on dividing lines of these ranges may have to look at the next range or an average thereof (i.e. 499 population) may have to look at an average of 300 to 499 and 500 to 999 or develop their own range from local survey information.
6. Other factors which can affect salaries include: Northern Locations, Additional Committee obligations, Joint Offices.
7. The 2010 Schedule reflects an adjustment of 3% with consideration of recent average Saskatchewan settlements.

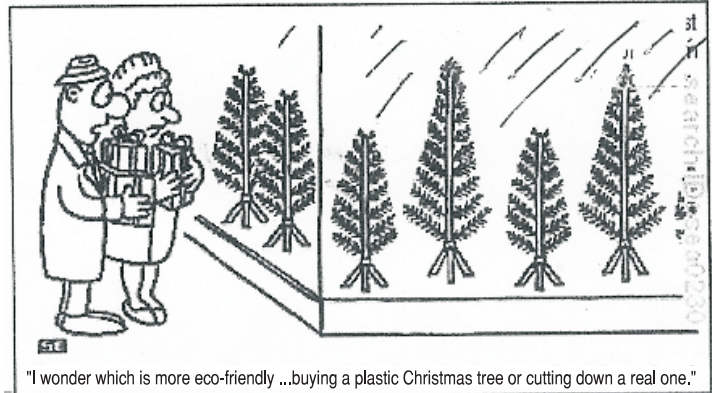
**U.M.A.A.S. 2010**  
**Conference**  
**Announcement**  
*"Passport To The Future"*

***June 8th to 11th, 2010***  
***Saskatoon Travelodge***  
***242-8881***

***Room block available***  
***to May 7, 2010***

***@ \$124.95 per night***

*Watch Our Website and*  
*April 2010 newsletter for further*  
*details.*



*"Failure is only the opportunity to more intelligently begin again."*

*"Like what you do. If you don't like it, do something else."*

*"People are where they are because that's exactly where they want to be."*

*"It is hard to fail, but it is worse never to have tried to succeed."*

*"As I grow older, I pay less attention to what men say. I just watch what they do."*

**NOTICE**

**Need Legal advice on**  
**issues between yourself**  
**as Administrator and**  
**your Council**

**CALL FOR FREE**  
**INITIAL PHONE**  
**CONSULTATION:**

**Benedict E. NussBaum**  
**NussBaum and Company**  
**204 - 2102 8th St. East**  
**Saskatoon, SK S7H 0V1**  
**Phone: 955-8890**

**Fax: 955-1293**

Mr. NussBaum is under annual retainer to your Association and is available to members for initial consultations.

**E.F.A.P.**

**EMPLOYEE AND FAMILY**  
**ASSISTANCE PROGRAM**

***Do You. . .***

- have difficulty coping at work?
- live in fear and apprehension?
- have more bills than money?
- require legal advice?
- find living stressful instead of exciting?
- have trouble talking with your spouse or children?
- use alcohol and/or other drugs to cope with life?
- want someone confidential to talk to?

***Wonder What To Do???***

If you need information or assistance to sort out a problem we invite you to have a private discussion with your Program Manager, Internal Referral Agent, Supervisor, Employee Group Representative or your Counseling Service.



**Human Resources Services Ltd. (HRS)**

Saskatoon: 1-800-305-4477  
 Regina: 352-4166 Melfort: 1-800-305-4477  
 Estevan: 1-800-305-4477

Website: [www.hrs-stress.ca](http://www.hrs-stress.ca) E-mail: [hrs2@sasktel.net](mailto:hrs2@sasktel.net)  
 24 HOUR SERVICE/7 DAYS A WEEK  
 1-800-305-4477



# Administrator Profile

**- Audrey Blohm,  
Town of Kyle**

I was born in Vanguard and raised on a farm northwest of Vanguard, Saskatchewan. My first 3 years of schooling was in a two-room country school located in Pambrun. When it closed, we were bussed to the C.H.P.H. school in Vanguard. In 1992, an opportunity as Administrator Assistant came open in Ponteix to which I applied and was awarded the position. Shortly thereafter, I began the Local Government Administration courses and received the standard certificate in 2001. Then the administrative position came open in Ponteix. In January 2004, I applied for the Administrator position as advertised by the Town of Kyle and after meeting the members of the Town of Kyle council for an interview, I eagerly accepted their offer to join their community where I live today.

Since moving to Kyle I joined the local Royal Purple and sit as secretary to the Kyle Elks & Community hall as well as a "behind the scene" volunteer for the annual \$1,000 supper committee. My leisure time is spent with our oldest son Ken, his wife Isabelle and first granddaughter Abigaëlle. Our youngest son, Robert died suddenly in April of 2004.

## Community Profile

**- Town of Kyle**

The town of Kyle is Home of the Woolly Mammoth. This area is rich in tradition and history. Our past is important to us, but the future is just as exciting! We believe in value of the next generation and we are taking positive steps to ensure this town remains a viable place for business and as important, a safe place to raise a family. Kyle has many of the amenities of the bigger centres, but with friendliness, safety, clean air and community-oriented sensibility that only a smaller centre can offer. Kyle offers many services and solutions to daily living.

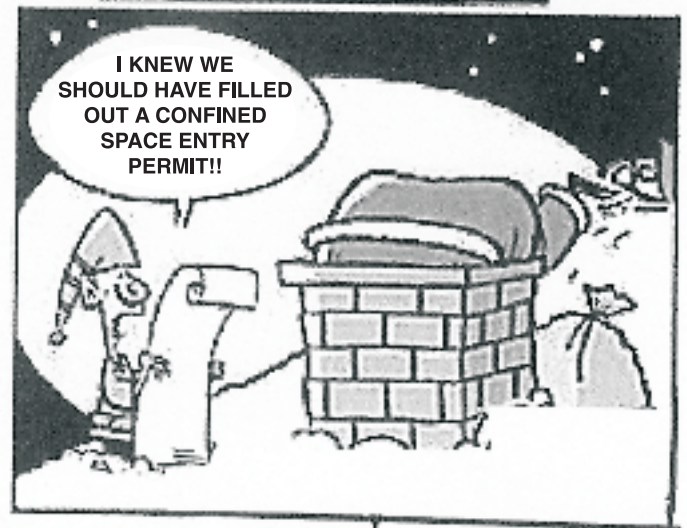
Kyle is located 15 Km north of the Sask. Landing Provincial Park and 10 Km south of the Clearwater Lake Regional Park. The recent development of hundreds of gas wells near our community has been very favorable and the excitement of even better water for our community with the town being a participant of a regional treated water system.

With a wide range of health care services, affordable housing, and modern K-12 school and many recreation, sports and religious organizations, life in Kyle has never been better!

## UMAAS - Executive Editorial

**- Deb Machay,  
Director Division 2 Secretary  
Board of Examiners**

Administrator certification involves the Council of an urban municipality as well as the individual that is, or will potentially be, an administrator. As per Section 110 of the *Municipalities Act*, every Council shall establish a position of administrator in their municipality and that administrator must be qualified as required by *The Urban Municipal Administrators Act*. An individual meeting all regular requirements of education and experience may be granted a Standard Certificate of Qualification in Local Government Authority (Urban) by the Board of Examiners. Council must demonstrate due diligence in filling the position of administrator with an individual meeting the criteria for standard certification. If a qualified candidate is not found, an application for a Conditional Certificate shall be submitted to the Urban Board of Examiners. The Board of Examiners may grant approval for a Conditional Certificate while either education or experience requirements are being obtained. The maximum period of time for a conditional certificate is 2 years. During that time, a qualified administrator must be contracted/hired to mentor or supervise the individual while they are gaining experience. Qualifications of the mentor must be the same as for an individual signing a *Training Document* accompanied by the *Competency Profile Chart*, that being a minimum of a standard certificate for five years. The mentoring time is based on one year or 1800 hours.



Santa's Bank Manager

*"You can preach a better sermon with your life  
than with your lips."*

# UMAAS CODE OF ETHICS

## SCHEDULE "A"

### Bylaw No. 1/00

The conduct of every member of the Urban Municipal Administrators' Association of Saskatchewan shall be governed by the Code of Ethics pursuant to the provisions of Section 36(2) of the Urban Municipal Administrators' Act.

#### 1. CODE OF ETHICS:

- (1) Be dedicated to concepts of effective and democratic local government by responsible elected officials and believe that professional general administration is essential to the achievement of this objective.
- (2) Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative and practical attitude toward municipal local government, and a deep sense of social responsibility as a trusted public servant.
- (3) Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the members may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
- (4) Recognize that the chief function of local government at all times is to serve the best interest of all the people.
- (5) Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals, and uphold and implement municipal policies adopted by elected officials.
- (6) Recognize that elected representatives of the people are entitled to the credit for the establishment of municipal policies, responsibility for policy execution rests with the members.
- (7) Refrain from participation in the election of members of the employing legislative body, and from all other political activities which would impair performance as a professional administrator.
- (8) Keep the community informed on municipal affairs; encourage communication between the citizens and all municipal officers; emphasize friendly and courteous service to the public; seek to improve the quality and image of public service.
- (9) Resist any encroachment on professional responsibilities believing the member should be free to carry out official policies on the basis of principal and justice.
- (10) Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions pertaining to appointments, pay adjustments, promotions and discipline.
- (11) Seek no favor; believe that personal aggrandizement or profit secured by confidential information or misuse of public time is dishonest.
- (12) Guidelines for the Code of Ethics are outlined on a schedule attached hereto.
- (13) Procedure for enforcement of the Code of Ethics is as per the Urban Municipal Administrators' Act.

#### 2. GUIDELINES FOR THE CODE OF ETHICS

- (1) Advice to Officials of Other Municipalities: When members advise and respond to inquiries from elected or appointed officials of other municipalities they should inform the Administrator of that community. Members shall refrain from any attempt to injure falsely or maliciously; directly or indirectly, the professional reputation of a member of the Association.
- (2) public Confidence: Members shall conduct themselves so as to maintain

public confidence in their profession, their local government and their performance of the public trust.

(3) Impression of Influence: Members shall conduct their official and personal affairs in such a manner so as to give clear impression they cannot be improperly influenced in the performance of their official duties.

(4) Credentials: An application for employment should be complete and accurate as to all pertinent details of education, experience and personal history.

(5) Seeking Employment;

(a) Qualifications: Members should seek an administrative position based on their education, experience and other relevant administrative qualifications.

(b) Professional Respect: Members, in seeking an administrative position should show professional respect for persons formally holding the position or others that might be applying for the same position. Professional does not preclude honest difference of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

(c) Members Shall Refrain From: Seeking employment within a municipality when the existing vacancy appears to have arisen through the failure of such urban municipality to pay or offer to pay a fair and reasonable salary. Members shall refrain from any attempt to supplant a fellow member.

(d) Multi-Municipalities; members shall refrain from accepting the position of Administrator or Clerk of more than one urban municipality at any one time without the written approval of the Executive Board of this Association.

(6) Elections of Council Members: Members should maintain reputation for serving equally and impartially all members of the council of the municipality they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for council.

(7) Other Elections: Members share with their fellow citizens the right and responsibility to exercise their franchise and voice their opinion on public issues.

(8) Investments in Conflict with Official Duties: Members should not invest or hold any investment directly or indirectly in any financial business, commercial or other private transaction which creates a conflict with their official duties.

(9) Confidential Information: Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

(10) Private Employment:

(a) Members should not engage in, solicit, negotiate for, or promise to accept private employment or render services for private interests or conduct a private business when such employment, services or business creates a conflict with or impairs the proper discharge of their official duties.

(b) Teaching, lecturing, writing or consulting are typical activities which may not involve conflict of interest or impair the proper discharge of their official duties. Prior notification of the governing body is appropriate in all cases of outside employment.

(11) Representation: Members should not use their positions to represent any outside public interest before any agency, public or private, except with the authorization or at the direction of the council of the municipality they serve.