

UMAAS 2007 SALARY GUIDELINE POPULATION 1000 & OVER

| Points | 1000 - 1499 | 1500 - 2999 | 3000 Plus |
|--------|-----------------|-----------------|-----------------|
| 1-3 | 45,180 - 49,406 | 49,406 - 54,372 | 64,946 - 69,261 |
| 4-6 | 49,406 - 53,653 | 54,372 - 59,305 | 69,261 - 73,429 |
| 7-9 | 53,653 - 59,306 | 59,305 - 64,260 | 73,429 - 79,070 |
| 10-12 | 59,306 - 64,957 | 64,260 - 69,261 | 79,070 - 81,900 |
| 13-15 | 64,957 - 67,058 | 69,261 - 73,429 | 81,900 - 84,721 |

| Point Scales | Points | Experience | Points |
|--------------------------------|--------|-------------|--------|
| D/C (Standard Certificate) | 2 | 1-2 Years | 1 |
| A (Advanced Level I) | 3 | 3-5 Years | 3 |
| Superior A (Advanced Level II) | 5 | 6-10 Years | 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 2007 SALARY GUIDELINE POPULATION UNDER 1000

| Points | 1 - 99 | 100 - 299 | 300 - 499 | 500 - 999 |
|--------|---------------------|---------------------|-----------------|-----------------|
| 1-2 | 10.50/hr - 12.21/hr | 12.21/hr - 14.05/hr | 25,416 - 29,652 | 32,678 - 35,305 |
| 3-5 | 12.21/hr - 14.05/hr | 14.05/hr - 15.53/hr | 29,652 - 34,596 | 35,305 - 39,540 |
| 6-8 | 14.05/hr - 15.53/hr | 15.53/hr - 17.13/hr | 34,596 - 39,540 | 39,540 - 46,596 |
| 9-12 | | 17.13/hr - 18.85/hr | 39,540 - 46,596 | 46,596 - 53,653 |
| 13-17 | | | | 53,653 - 59,305 |

| 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 2007 SALARY GUIDELINE

1. This Guideline has been verified with a Salary Survey conducted in 2004 and annual comparisons to Fraternal Organizations.
2. Dividing guideline into population segments more accurately takes into account the employer's ability to pay.
3. Population categories already take into consideration budget factors.
4. Hourly rate basis for the under 300 communities will assist them in applying the guidelines 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 survey information.
6. Other factors which may affect salaries include: Northern Locations, Additional Committee Obligations, Joint Offices.

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YOUR BOARD OF DIRECTORS 2006-2007

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Dec, 2006

President's Message

Well here I sit in my office looking over my "to do" list wondering which I should do first and then I realize that it's time for me to complete my President's Message, well here it goes!

As usual everyone has had a very busy fall – Election Workshop, Municipal Election and Tax Enforcement Workshop. I hope that everyone found the Election and Tax Enforcement Workshops educational and helpful. With the municipal general elections behind us brings new challenges – new council members – new agendas – new perspective. I know that each and everyone of you are up for the challenges that you will face.

The Saskatchewan Municipal Awards – Celebrating Excellence – here is your opportunity to Showcase your community with a Municipal Award. This new and exciting program has been established to celebrate the many excellent practices of municipal governments of all sizes that are serving the residents of Saskatchewan on a daily basis.

Award Categories:

- Municipal Service Excellence – any municipal practice that enhances the ability of a municipal corporation(s) to deliver cost-effective services that regularly exceed the expectations of their customers.

- Economic Development Leadership – Municipalities that demonstrate the use of strategies to improve the local economic development climate while supporting long-term economic development in Saskatchewan.

- Regional Leadership and Partnerships – Municipalities that exemplify efforts to consult and cooperate with other municipalities, non-governmental organizations, community groups, First Nations, other governments, and citizens for the purpose of delivering benefit to citizens.

- Community Leadership – Municipalities with a population of 500 or less, that demonstrate the municipal corporation's commitment to providing leadership by meeting the existing and future needs of the community.

This award program is a partnership between the Department of Government Relations, the Saskatchewan Urban Municipalities

- Michele A. Schmidt, President UMAAS

Association, the Saskatchewan Association of Rural Municipalities, the Saskatchewan Association of Northern Communities, the Rural Municipal Administrators' Association and the Urban Municipal Administrators' Association of Saskatchewan.

Nomination packages will be sent to all Saskatchewan Municipalities by the end of November, 2006. Nominations must be received by 4:00 p.m.; Friday, January 19, 2007, to be considered. For more information visit the SMA website at www.communilink.sk.ca/awards or call 306.787.8808.

Your Executive has been very busy attending committee meetings. I wanted to take this opportunity to thank each and every one of them for their dedication and hard work regarding the following committee appointments:

Municipal Employees Pension Plan – Orrin Redden (Division #3 Director)

SAMA Advisory – Rodney Audette (Division #1 Director)
Municipal Leadership Development Program – Deb Machay (Division #2 Director)

SUMA – Corporate Services & Convention Planning – Kim Gartner (Past President)

ISC Working Group – Cathy Coleman (Division #5 Director)
Financial Reporting Review Committee – Shelley Funk (Division #6 Director)

In September we held a joint Executive Meeting with the Rural Municipal Administrators' Association of Saskatchewan and discussed issues of common concern. The Capitalization of Infrastructure Assets, Interim School Liability Statement and Recruitment and Retention of Administrators were among the items discussed.

Well with Christmas fast approaching us, we must all remember one thing "You Are Not Your JOB!" We must all remember to take time to enjoy life and take some time for ourselves – 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 to each and every one of you best wishes for a wonderful Christmas Season and a Happy New Year!

Board of Examiners Report

The Urban Board of Examiners met on Wednesday, September 13, 2006 at 7:00 p.m. via conference call.

The following certificates were issued:

CONDITIONAL:

- Cathy Facette – Village of Val Marie, Administrator
- Laurel M. Gilray – Town of Bienfait, Administrator
- W. Bill Greenwood – Village of Mankata, Administrator
- Melanie Hanke – Village of Beechy, Administrator
- Trevor Regier – Town of Herbert, Administrator
- Sandra Sutherland – Village of Waseca, Administrator
- Holly Williams – Village of Prudhomme, Administrator
- Gail Wolfe – Resort Village of Chitek Lake, Administrator
- David Zarazum – Town of LaRonge – Administrator

STANDARD:

- Deanne Braun – Town of Hague, Administrator
- Mark Caswell – Town of Maple Creek, Administrator
- Darcie Cooper – Town of Lumsden/RM of Lumsden, Assistant Administrator
- Joanne Hamilton – Town of Nokomis, Administrator
- Melinda Hammer – Village of Richmond – Acting

- Administrator
- Kelly Holbrook – Town of Govan, Administrator
- Yvonne M. Johnston – RM of Excel, Assistant Administrator
- Mary Ann Jones – Town of Wadena, Office Assistant
- Deborah L. Lane – Town of Balgonie, Office Clerk
- Jennifer G. Lendvay – Village of Pense – Assistant Administrator
- Kathy Mealing – Resort Village of Sun Valley & RM of Chaplin, Administrator
- Chris Miskolczi – Town of Stoughton, Administrator
- Sheri-Lee Patton – Village of Alida, Administrator
- Darlene Purshega – Resort Village of Manitou Beach, Administrator
- Gloria Wepler – Town of Morse, Administrator

ADVANCE – LEVEL 2:

- Beverly A. Dahl – Village of Mantario & RM of Chesterfield, Administrator
- Brad Hvidston – Town of Spiritwood, Administrator

**Michele A. Schmidt, Chairman
Board of Examiner**

Executive Director's Editorial - Richard Dolezsar, RMA

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. It's a question our Executive group has pondered this fall as they wrestled with your Salary Guideline. Sure, we could do another Salary Survey and work the numbers and averages to rationalize and justify our current Guideline, but 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 6 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. It looks like the future is already here. Also we've all seen and heard of 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? Just for an additional thorn, we collect all the education property tax in the Province and it's over 60% of the bill in the majority of cases.

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

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 that list to will know it's worth something.

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

Merry Christmas and Happy New Year To All!!!

SALARY NEGOTIATIONS - MAKE SURE YOUR COUNCIL KNOWS WHAT YOU DO FACTORS AND CONSIDERATIONS RELATING TO JOB RESPONSIBILITIES MAY BE USED IN SUPPORT OF FURTHER SALARY ENHANCEMENTS

Municipal Administrators must possess the following job skills and general knowledge:

- 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
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- Grant programs and funding applications
- Senior Government liaison
- local Improvement Procedures

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 Counselling Service.



Human Resources Services Ltd. (HRS)

Yorkton: 786-6454 Saskatoon: 1-800-305-4477
Regina: 352-4166 Melfort: 1-800-305-4477
Estevan: 1-800-305-4477

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Now Available: A New Support For New Councillors

Now Available: a New Support for New Councillors

An election is just past, so it's a good time for the question: What's the major challenge for new Councillors?

The advisors at Advoco Consulting – including former municipal administrators – concluded that the key challenge is for Councillors to start their terms with a clear understanding of two things: what their job is and what their job isn't.

In short, Councillors benefit most by understanding – early in their term of office – what makes up the task of leadership for an elected official, and how to relate their special role to the different-but-related role of municipal staff.

That's why Advoco's new Council Readiness Workshop focuses on a four-step learning-and-discussion format:

1. A practical and graphic explanation of what governance is in a municipality – how public expectations for leadership relate to councillors and staff, and how councillors and staff relate to each other to meet public expectations.
2. A comprehensive but concise description of formal roles, and the separation of policy and operations.
3. A clear, 8-step checklist for effective policy making.
4. A candid and challenging discussion of what real leadership is about, and what that means to each individual councillor in the workshop.

A number of these workshops have been booked by municipalities around the province; comments from municipal leaders include:

- * "The background and experience of the facilitators is at a level second to none.
- * "Enlightening for the new members of council and very interesting and refreshing for veteran council members."
- * "The information was relevant and introduced in an entertaining manner."
- * "The end result was a cohesive group, excited about what the next three years would bring."

Advoco can be reached through Ron Hilton, Regina, 306-949-6764, ronhilton@sasktel.net; Wayne Jensen, Yorkton, 306-783-7391, wgjensen@sasktel.net; Keith Schneider, Regina, 306-585-0715, keith2005@sasktel.net.

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.



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-- FREE INITIAL CONSULT --

Assistant Administrator Profile

Deb Machay, Town of Maple Creek

Maple Creek is where I was born, and raised on a mixed farm/ranch in the area. After graduating from high school, I attended Business College in Medicine Hat and started my employment career at the Maple Creek Credit Union. While I had a very young family at home, I worked part time in a chiropractic office. In 1984 I had the opportunity to broaden my horizons and entered the field of Municipal Government with the Town of Maple Creek. After progressing from part-time to Assistant Administrator II, I received my LGA and Urban "C" in 1989 and became Assistant Administrator in March of 1999. Since 2001, I have been designated "Acting Administrator" for three different

terms. It is during those times that I learned what a supportive and helpful organization UMAAS is!

I have been involved in many community groups and ad hoc Town committees for Centennial and other events. During any spare time that may come my way, I enjoy reading, gardening, walking, crafts and traveling. I just learned recently that winter trips south are very important to maintain vitamin D levels! My husband Dan and I enjoy our home in Maple Creek and spending time with our married son, daughter and grandson.

This is my first term on the Executive. I look forward to working with everyone and the learning opportunity.

Editorial

**Deb Machay, Assistant Administrator, Town of Maple Creek
Director, Division No. 2**

Employee recruitment/retention was the topic Rodney chose for our last issue and I would like to "piggy back" on that.

Once we have been able to recruit employees, retaining those same people falls under human resources. We need to know and understand what a valuable resource those humans are. In my file, under that topic, I have a copy of "A Short Course in Human Resources" that I wish to share with you. It simply says: The six most important words: "I admit I made a mistake". The five most important words: "You did a good job". The four most important words: "What is your opinion". The three most important words: "If you please". The two most important words: "Thank you". The one most important word: "We". The LEAST important word: "I". How many of us would receive a passing grade?

In the busy world of municipal government, we are all called upon to do the above and beyond, and that scope seems to continue to grow. That is exactly why it so important to value the people who make a success of our municipal offices, public

works, recreation and so much more. Those humans that are our resource all contribute to informing SaskTel of phone numbers, shutting services off due to a water leak in a neighbour's house at 2:00 a.m., setting the time frame for a SaskPower outage, making wasps disappear off a deck, arranging to have your back alley paved rather than a downtown street. I'm sure every one of us can relate to all of these, we just don't have the qualifications of a magician to make it all happen. But our employees certainly give it their best shot to do the best they can for the most people.

If we endeavour to put into practice, the training received in the "short course" as well as other initiatives, the pay back is much greater than the actual cost in spending of tax payers dollars. Some ideas worth consideration are long term service awards, employee recognition programs or percentage matched RRSP's. These are only a small part of what we can do to show appreciation, activate incentive and encourage initiative.

Our employees are a precious commodity that we need to value so they will still be part of our human resources tomorrow.

Community Profile

Town of Maple Creek

Maple Creek is situated midway between Regina and Calgary, just 8 km south of the Trans-Canada Highway in the southwest corner of the Province. We are on the edge of the beautiful Cypress Hills, a major tourist attraction and one of Saskatchewan's most beautiful summer destinations.

Our Town was established in 1883 and has grown to a population of approximately 2500. We have been billed as the "Friendliest Town in Saskatchewan", a great place to raise a family or to retire. All the necessary services and more are provided by the many businesses we have. We can boast about the finest recreation facilities as well, including a brand new skating arena, a 9-hole grass green golf course, and a modern swimming pool. A large variety of rodeos at the High Chaparral

Arena, bring another meaning to the word "athlete"! Anyone wishing to volunteer their time, will have ample opportunity to do so with many of our community groups and special events.

Our new state of the art water treatment plant is a very important attribute to our community. This facility was constructed in 2004 and right out of the tap, we have the best water in Saskatchewan (and our Administrator says so!!). Being able to provide the highest quality of water to our residents is a critical factor in economic growth and sustainability.

The surrounding rural area of farming, ranching and development in gas and oil all help to maintain our town. Come to Maple Creek to live, visit, work and play!