

| Type of Decision  |                          |                  |   |    |                 |                            |      |  |        |
|-------------------|--------------------------|------------------|---|----|-----------------|----------------------------|------|--|--------|
| Meeting Date      | Friday, October 16, 2015 |                  |   |    | Report Date     | Wednesday, September-23-15 |      |  |        |
| Decision Required |                          | Yes              | x | No | Priority        | X                          | High |  | Low    |
| Direction         |                          | Information Only |   | x  | Type of Meeting | X                          | Open |  | Closed |

## Clerk's - Report – Personal Training and Education

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### **Subject: Webinar – Emotional Intelligence – Kathy Bradford**

AMCTO Lunch 'n Learn Webinar – Bottom line, common sense, adult behaviour.

- Emotional intelligence (EQ) has gained widespread recognition as being more important than one's intelligence (IQ) in attaining personal and professional success.
- It is now widely believed that while IQ gets us hired, it is our EQ that gets us promoted and is largely responsible for our career progression.
- In the workplace, the correlation between emotional intelligence and work performance is huge, due to its significant impact on motivation, communication, creativity, innovation, problem-solving, team work, and leadership, to mention a few.
- Self Awareness is the foundation of Emotional Intelligence- without it, it is difficult to improve the many other competencies that contribute to our Emotional Intelligence. Self awareness is the ability to identify our emotions and remain aware of them, particularly as we respond to the difficult people and situations in our lives.
- Self-Regulation - Ability to handle your emotions so that they facilitate rather than interfere with the task at hand.
  - Being conscientious and delaying gratification to pursue goals.
  - Recovering well from anger, upset and emotional distress.
  - Managing your reactions to difficult people and stressful situations.
- Empathy - Observe others without judgment, strive to put yourself in the other's shoes.
  - Expect and respect differences between yourself and others
  - Ask questions, invite dialogue and practice the art of listening. Don't interrupt.
  - Acknowledge others' feelings and concerns- even if you don't agree.
- Manage Your Relationships: Improve Your Social Skills
  - Practice the Golden Rule. Treat others as you wish to be treated.
  - Begin with Yourself. Be genuine, Walk the Talk.
  - Acknowledge feelings, show interest, find areas of agreement.
  - Be honest, open, and genuine. Give honest feedback. Avoid giving mixed signals.
  - Be respectful- You can attract more bees with honey than with vinegar.

## **Subject: Peter de Jager Change Management Webinar**

Review of on-line video/webinar about organizational change and change management. (1 hour)

Peter's take on readying an organization for change is unique. He has an interesting perspective and an excellent speaker.

The main points include: knowing what change is required/desired, how to communicate the desired results, timeline etc. Let people know how the change will affect them.

That we are not afraid of change – we've all changed, gone off to school, got married/divorced, had children/or not, moved to different locations, changed jobs, try different foods etc. The difference is that these were choices we've made for ourselves, in most cases.

Peter explains a process whereby management takes the required steps to keep everyone involved, or at least informed during the decision making process, how to make sure that people know how the change will affect them, that they are given the opportunity to ask questions and feel that they are being heard and honestly responded to. People need to know that there is not a hidden agenda. They need advance notice; they need to know what's going to change today and weeks from now. In a workplace, change normally means reductions, cuts in pay, layoffs etc.

Peter has various other videos on-line which are available for viewing. These will be recommended to staff and incorporated into our employee meetings depending on topic and time.

## **Subject: Emergency Management - Note Taking - Philippe Geoffrion**

Due to the requirements of the Ontario Fire Marshal and Chief, Emergency Management I attended a half day note taking course. The bottom line is document, document, document. It is extremely important that during any emergency event, complete records are kept by everyone involved.

This does not seem like the important thing to be doing when you might best spend your time doing something more constructive however; with our litigious society and the desire to place blame and responsibility individuals are more frequently being called up in court well after the events. As might be expected, while operating in the "heat of the moment", recall is not what it might be. Liability is determined and apportioned based on the judges interpretation of events as cited by memory.

By documenting all decisions, actions and discussions, municipalities and individuals will be in a better position to protect themselves from negative consequences when allocating liability.

Forms were provided to ensure consistency. Note-taking is one of the requirements of Municipal/Community Control Group training for 2015. (Which we will hold on November 26 at 9:00 a.m.)

## **Of Most Importance to HCM**

Note-Taking Training is legally important as well as good practise and legislated and will be held in November.

Why Note-taking?

- Note-taking increases credibility during potential legal proceedings.
- Log books may be subpoenaed during trials.
- Audio recordings are allowed to be used so long as they are kept, transcribed and notated.

It is important to:

- Take notes during the course of the event and not completed afterward.
- Manage and track activities during an event.
- Support achievement of objectives.
- Relying on memory results in issues with recall of actions, decisions and experiences.
- Documented support for any legal action. – insurance claims, ODRAP, inquests and/or inquiries

Details of the course will be shared during training.

## **Subject: AMCTO – Development of a new Code of Conduct and Ethics for AMCTO members – Rick O’Connor**

- Due to input from the membership, the Code of Conduct and Ethics used by the AMCTO has been revamped. This webinar presented the new document to the group.
- Old Code was quite prescriptive or prohibitive in language. If it’s not in the code, can I do it? It doesn’t say I can’t.
- “Thou shalt not” approach to ethical obligations of municipal professionals.
- Meant to reinforce what not to do with no guidance on what to do.
- New Code provides guidelines, guidance and promotes values and ethics.
  
- Why a New Code?

"It is time to lighten up on the rules and let public servants live by the ethics and values code they signed onto when they accepted their jobs. I personally prefer going to a principle with less rules. When there are too many rules nobody knows what is important anymore and kind of ignore them so really we have to go back to the principle of values."

FRASER DEFENDS PS HOSPITALI1Y Ottawa Citizen, (December 6, 2010)

- Focus on cultural change to living an ethical existence, working in an ethical environment instilling values and not eroding the public trust.
- Focus on values and ethics and not “prohibitions”.
- Rick cites the judicial reviews undertaken over the past years and how without a focus on doing what was right, many people skirted the prescribed rules, bent the rules and the resulting negative consequences of their actions. Quoting judges as saying “they broke every rule in the book”. The rules don’t work. Instead create/foster a culture of honesty and integrity based on a valid set of values.
- Rules make you analyze as a lawyer would; values make you consider them in every action you take on a daily basis. The following are how the values should be exhibited.
- Mr. O’Connor also spoke about the importance of employee development and education, even when there are budget cuts; training and education should not suffer.
- The ethics of doing what’s right, having the intestinal fortitude to resign or stand your ground when those you are advising are not willing to do the ethical/legal thing. How this is so much more important than following a strict list of rules and/or looking for loopholes.
- The importance of both formal and informal education programs including succession planning, developing from within and mentoring.

- The importance of providing professional impartial advice to Council “without fear or favour”.
- “Many challenges to staff preparing reports for Council policy decisions:
  - Groupthink Phenomenon: desire for harmony and conformity in the group (whether its staff or Council) can result in an irrational or dysfunctional decision-making outcome. A previous Council was often called “The Bobbleheads” because of the media perception that there was no independent or critical thinking around the Horseshoe (e.g. critical thinking which is clear, rational, open-minded and informed by the evidence)
  - Fashionistas Au Natural: How prepared are you to tell the Emperor he “is stark naked”?
  - Remember the classic Hans Christian Andersen story, The Emperor’s New Clothes (e.g. Child vs. Emperor’s Staff)
  - Public Perception: or, sometimes more importantly, the media’s take on things?”
- Staff role to enthusiastically support and implement council’s good decisions as well as the not so good.
- Need for an employee Code of Conduct.
- Need to keep the dialogue on values and ethics at the forefront to ensure that it permeates the culture of an organization, from a staff and Council level.

The following slide contains the main components of the new Code of Ethics and Values.

## New Code of Ethics & Values

| <b>Service to the Community</b>                     | <b>Support to Elected Officials</b>                 | <b>Service to the Municipal Profession</b>         |
|---|---|--|
| Promote community well-being                        | Deliver objective advice to elected officials       | Maintain professionalism, integrity and trust      |
| Engage the community in decision-making             | Serve elected councils in a dutiful manner          | Demonstrate commitment to professional development |
| Deliver public services effectively and efficiently | Maintain political neutrality                       | Develop future municipal professionals             |
| Protect the legacy of future generations            | Protect the concept of a merit-based public service |  |
| Protect confidential information                    |   |  |

## **Subject: Alcohol Gaming Commission of Ontario – Lottery License Training**

AGCO – in order to meet due diligence requirements should complete an eligibility review of the sponsor and the entity being donated to

- Each licensing authority has the responsibility to report breaches of the legislation to the AGCO under the Act
- If you become aware of unlicensed lottery schemes can contact the OPP for assistance – AGCO does not normally do that type of investigative work – more normally larger breaches and/or those licensed through AGCO itself
- AGCO investigations might be triggered by a call from public or municipal officers
- If a group insists that they will hold a 50/50 draw without obtaining a license municipal obligation is to advise the sponsor/group that to do so would be a breach of the Criminal Code and that they are breaking the law subject to penalties – for those involved and for the directors of the organization
- Due diligence – send it in writing to provide evidence that you have completed your requirements. There is no other obligation under the act to report or call OPP. Your obligation ends. You've done your due diligence, advised. It's on them. Just document it.
- OPP role is to assist municipalities as requested.
- Pass the hat is OK as there is no "consideration" or "chance" – it is simply a donation. Once an element of consideration (expectation of change of return) or chance (my number might be called) it is not legal without being licensed. Only charitable organizations might be licensed.
- A door prize is a scheme which requires a lottery license as there is consideration (direct or indirect) and an opportunity to win a prize.
- When investigating, the OPP and AGCO will look to see if there was intent to breach the Code. Once warned, and continuing with any type of unlicensed scheme will not look good.
- When completing investigations the question is whether or not it is in the public's best interest to convict/lay a charge.
- OPP will consider the likelihood of a conviction – under the Criminal Code the threshold is "beyond a reasonable doubt".
- Suggest that an information session (at least package) be prepared for applicants so that they know what is required – separate trust account for proceeds, application process, requirement for charitable status, record keeping, documents of incorporation.

### **Of most Importance to HCM**

- AGCO is much more concerned with fraud than small organizations holding unlicensed events.
- Rules are in place to prevent fraudulent groups from raising funds for personal purposes, from organizers in large organizations from embezzling from proceeds and/or using them for purposes other than those the organization approved.
- Municipalities can not be licensed – are not considered "charitable" for these purposes so Recreation Committee events need to be monitored for compliance.
- Municipal records might be audited (though not likely).
- Advice and information is sole licensing officer's responsibility.
- Letters of information will be sent to area organizations. The responsibility for compliance is then on the directors/organizers/volunteers of those organizations.