

**Town of Minto**

**CHIEF ADMINISTRATIVE OFFICER/Clerk**

**July 2010**

**The Purpose of this Position**

The Chief Administrative Officer is the chief policy advisor to Council, the leader and supervisor of the Town's employees, and generally the manager of the Municipality's affairs and resources, subject to legislation and Council policy and in cooperation with department heads.

As Town Clerk, the position also entails the performance of many of the statutory duties of the Clerk, working closely with the Deputy Clerk.

Reporting directly to Mayor and Council, the Chief Administrative Officer is expected to

- provide consistent leadership, coordination, communication and modern management practices among our municipal departments
- introduce practical innovations and employee development in order to maximize both the effectiveness and productivity of our organization, and the efficiency and client focus of our service delivery
- assist Council to identify Council and community priorities, develop programs and practices to pursue priorities, and monitor the success of the organization in achieving priorities

**Qualifications**

- At least a Community College diploma in a field directly related to one or more municipal services, combined with some formal training in the field of management and human resources. A relevant University degree is preferred. Completion of the AMCTO Municipal Administration program would be an asset.
- At least ten (10) years of municipal experience with five (5) years of experience in a senior municipal supervisory position, ideally as CAO. Some experience with the statutory duties of Clerk would be a definite asset.
- Thorough knowledge of legislative requirements related to Ontario municipalities
- Skill and experience in the areas of strategic planning, human resources, community economic development, project management, policy development, and Council procedure
- Ability to foster teamwork, provide reliable leadership, delegate responsibility effectively, and develop employee skills
- A high level of skill in planning, organizing, and evaluating operations, projects, and human resources
- Ability to earn the trust of Council, employees, and community organizations
- Oral and written communication skills including listening, courtesy, tact, discretion, persuasion, negotiation, and presentation skills

- Effective decision-making, including unquestionable integrity, courage, good judgment, useful risk analysis, sensitivity to financial and community parameters, and a results-oriented problem-solving approach
- Valid Ontario Class 'G' Drivers License in good standing.
- Comfort and experience with computer applications such as internet, e-mail, and Microsoft Office applications

### **Working Conditions**

The Chief Administrative Officer and Clerk will normally work 40 hours per week. In addition, he/she should expect regularly to attend evening meetings. The duties are typically performed in an office environment, but travel within and beyond the municipality is expected, as are occasional site visits and attendance at special events,

The position entails exposure to stressful situations, with a conspicuous level of responsibility for successful outcomes, and a significant potential for vague or conflicting direction, and a critical requirement to achieve coordination among and influence on the activities of others.

### **Detailed responsibilities**

#### 1. Advice to Council

- CAO is primarily responsible for staff recommendations to Council
- While respecting the technical and professional expertise of department heads, the CAO ensures that recommendations have considered all relevant aspects of Council policy, strategic plan, budget, other department legislation, community input
- The CAO also minimizes the possibility that advice provided to Council may lack coordination, foresight, or legal, financial, or other pertinent analysis
- Major recommendations will typically be discussed at department head meetings; the CAO builds consensus if possible: significant staff reports and recommendations, if not written by the CAO, will be co-signed by CAO;
- The CAO shares responsibility with department heads to make Council aware of new information with significant implications (e.g. new legislation or grants);
- CAO will typically write reports to Council on overarching matters such as HR policies, Council-staff relationships, strategic plan
- CAO is always entitled to participate in discussion at Council meetings in order to add timely information and advice; he/she may answer or refer a Council question to a department head

- Where a department head holds a point of view that conflicts with that of the CAO on the matter, the CAO will write report to Council but must fairly summarize the conflicting point of view in the report

## 2. Human Resources

- CAO is the chief manager and Council advisor with regard to human resources
- He/she has broad responsibility to advise Council on staff planning, organization chart, staff training programs/directions;
- He/she will advise Council on, and ensure effectiveness of, human resource policy matters such as salary structure, pay equity,, workplace health and safety, etc.; ensures compliance with legislation
- He/she leads department head team in developing HR policies for Council approval – time-off policies, use of Town vehicles and computers, policy on gifts, nepotism, etc.
- While showing appropriate respect for the role of department heads and other supervisors, the CAO may act as appeal for staff from the application of policy by other supervisors
- CAO and Treasurer work together on advice to Council regarding payroll and benefits administration, such as Group Insurance benefits
- The CAO will lead or participate in selection process for, and approve hiring of, all staff other than department heads, upon department head recommendation (double-veto system); ensures that the process adheres to Council policy and legislation;
- The CAO will lead and participate with the Mayor and/or members of Council in the selection process for department head and statutory officer positions, and will make recommendation to Council, subject to Council approval (double-veto system); ensures that the process adheres to Council policy and legislation;
- CAO has authority to approve promotion, discipline or dismissal of staff other than department heads, upon recommendation of department head; ensures adherence to Council policy and legislation and consideration of financial, political, and other perspectives;
- CAO has authority to recommend to Council the promotion, discipline and dismissal of department heads and statutory officers, subject to Council approval; ensures adherence to Council policy and legislation and consideration of financial, political, and other perspectives;

## 3. Performance of Department Heads

- CAO puts in place, subject to Council review, a formal policy and practice of goal-setting and performance review for all staff;
- CAO conducts goal-setting and review for department heads; CAO will obtain Council input, although Council members will not be involved in meetings with employees
- CAO brings significant issues to Council attention; assists Council to review documentation of any progressively deteriorating performance
- CAO ensures that department heads are conducting goal-setting and performance review for all staff
- Council conducts annual goal-setting and review for CAO

#### 4. Coordination

- CAO typically takes on, or leads teams for, issues/projects that overarch other departments, such as Strategic Plan, Council-staff relationships, major economic development projects or major planning issues, human resource policies, purchasing policy
- CAO works closely with the Deputy Clerk on matters pertaining to Council (Council agenda, Council request status report, Council accommodation)
- CAO works closely with Treasurer on the exercise of financial control of other departments, such as purchasing policy, accounting for assets
- CAO assigns responsibilities to staff members or departments on matters where responsibility is not otherwise clearly assigned
- CAO assists Council to ensure that all committees and task forces have clear terms of reference and appropriate staff support

#### 5. Leadership

- CAO builds teamwork among departments, with such methods as weekly dept head meetings, cross-department task forces
- CAO promotes internal communication and engagement, including awareness of Council decisions and policies, and of health and safety policies
- CAO promotes staff training and development
- CAO promotes good external communication, such as via website, press releases, public notices
- CAO encourages and supports celebrations of events significant to the Corporation– retirements, new hires, long-service awards, volunteer recognition, Council inaugural meetings, fire department recognition, etc.

- CAO asserts him/herself into problem areas when he/she hears about them , in order to effect a prompt and effective resolution; examples could include conflict between employees within a department, committees going off track, apparent harassment issues, etc.
- The CAO has general authority to take initiative to resolve issues that impede effective functioning of the corporation; Works for the Mayor to encourage smooth functioning and address conflict among Council members

#### 6. Community Development

- CAO coordinates input from Town departments on planning applications
- CAO assists Council to monitor the relationship between the Town and the business community, and channels Town support for business expansion and retention
- The CAO develops, or oversees the development of, agreements between the Town and property developers, businesses, community organizations, or other governments
- The CAO manages, or oversees the management of, major Town-initiated projects for the promotion of industry, tourism, or community revitalization

#### 7. Statutory Duties of the Clerk

- Shall perform, or delegate and monitor the performance of, statutory duties including conduct of municipal elections, recording of Council minutes, keeping of bylaws and records, destruction of records, administration of Freedom of Information and Protection of Privacy, lottery licensing, and such other responsibilities as are set out in the Municipal Act or other statutes
- Shall develop, or delegate and monitor the performance of developing, and oversee the production and distribution of Council and Standing Committee agendas; shall work with department heads in the development of agendas; and shall consult and inform the Mayor and Standing Committee Chairs, if any, with regard to items on the agendas