

**THE CORPORATION OF THE TOWNSHIP OF ESSA
SPECIAL MEETING OF COUNCIL**

**WEDNESDAY, JANUARY 2, 2019
5:30 p.m.**

AGENDA

1. OPENING OF MEETING BY THE MAYOR

2. DISCLOSURE OF PECUNIARY INTEREST

CONSIDERATION OF ITEMS REQUIRING DISCUSSION AND GENERAL NATURE THEROF:

3. a. CLOSED SESSION

Recommendation: *Be it resolved that Council proceed to a Closed Session in order to address matters pertaining to:*

- ✓ *personal matters about an identifiable individual, including Municipal or local board employees;*
- ✓ *litigation or potential litigation, including matters before administrative tribunals, affecting the Municipality or local board;*
- ✓ *advice that is subject to solicitor/client privilege, including communications necessary for that purpose.*

4. STAFF REPORTS AND MEMORANDUMS

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a. Interoffice Memo submitted by the Chief Administrative Officer dated December 14, 2018, re: Chief Administrative Officer Position.

Recommendation: *Be it resolved that the memorandum dated December 14, 2018 be received; and
That the job description for the Chief Administrative Officer position be approved and/or amended as deemed appropriate by Council; and
That the Chief Administrative Officer be authorized to commence with recruitment.*

5. CONFIRMATION BY-LAW

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By-law 2019-01

Recommendation: *Be it resolved that leave be granted to introduce By-law 2019-01, that being a By-law to confirm the proceedings of the Special Meeting of Council held on this 2nd day of January, 2019; and that said By-law be read a first, and taken as read a second and third time and finally passed.*

6. ADJOURNMENT

Recommendation: *Be it resolved that this meeting of the Council of the Township of Essa adjourn at _____ p.m. to meet again on the 16th day of January, 2019.*



INTEROFFICE MEMO

TO: Mayor Sandie Macdonald and Members of Council

FROM: Greg Murphy, Chief Administrative Officer

DATE: December 14, 2018

RE: Chief Administrative Officer position

This is to re-affirm my announcement to you at the November 21st 2018 (closed session) meeting of Council that I will be retiring as your Chief Administrative Officer as of March 31st, 2019. I would also confirm my advice to you (Council) that you may want to take a look at the job descriptions of the Chief Administrative Officers from the neighbouring municipalities. In this regard, I am attaching a copy of the Chief Administrative Officer's job descriptions for the Township of Springwater, Township of Clearview, Town of New Tecumseth and Town of Innisfil, for your review.


In addition, I suggested that you may want to review the salary being offered for the position of Chief Administrative Officer and in this regard, the following are the respective salaries of the Chief Administrative Officers from the named municipalities as indicated in the "Sunshine List 2017":

Blaine Parkin, Town of New Tecumseth (former Director of Corporate Asset Management)	\$179,689.06
Robert Brindley, Township of Springwater (former EDC Manager)	\$127,162.71
Jason Reynar, Town of Innisfil (former lawyer)	\$220,484.98
Stephen Sage, Township of Clearview (former Manager of Public Works)	\$142,890.65

Note: In 2017, G. Murphy's salary was \$114,934.94 (2018 = \$116,888.83)

After you have had an opportunity to review the above and attached, I would be pleased to answer any questions you may have or, to obtain any additional information you may require.


 Greg Murphy
 Chief Administrative Officer
 Att.

December 28, 2018
 *Township of Adjala-Tosorontio
 CAO Job Description is attached




THE CORPORATION OF THE TOWNSHIP OF ESSA

POSITION DESCRIPTION

CHIEF ADMINISTRATIVE OFFICER (CAO)

POSITION: Chief Administrative Officer

DEPARTMENTS: Lead, coordinate, manage and oversee the work of all municipal departments

REPORTS TO: Council

POSITION DETAILS:

Position Status: Full Time

Pay Method: Salary

Normal Work Week: 35 hours

Overtime Status: unpaid, 5 days off in lieu of overtime; plus 2 floater days if attends at least 75% of Council meetings

PURPOSE and SCOPE:

The CAO, as the most senior staff position, reports directly to Council and is responsible for managing all aspects of the municipal business, including effective planning, administration and operation and ensuring all legal requirements are met.

The CAO is responsible for leadership and general management of the Corporation, acting as key advisor and liaison to Council. As the senior appointed official, the major responsibilities include overseeing and coordinating the day-to-day administration of the Township, attending Council/Committee meetings and making policy, service level, and long-range/strategic/business planning recommendations; communicating and facilitating the implementation of Council decisions. Directly administers the Human Resources service area. Represents the Township with external agencies and on behalf of Council as required; monitors the activities of local Boards/Agencies, the County, and service partners of the Corporation. Oversees and monitors legislative compliance and sound fiscal management of the Corporation; fosters an environment of positive public relations, both internally and externally such that the public respects and has confidence in the administration of the business of the Township of Essa; acting as an ambassador within the local and larger municipal community and championing the programs/policies of Council.

SPECIFIC DUTIES:

1. Coordinates and directs the Management Team and Department Heads in the efficient administration of the municipality in accordance with the policies and plans approved and established by the Council.
2. Provides advice and opinion to Council on policy/program plans, service levels, legislative, corporate and general governance matters, and sensitive/controversial issues; makes recommendations to Council attends Council/Committee and other/related meetings; communicates, champions and coordinates/directs the implementation of Council decisions/directives; provides day-to-day advice/support to the Mayor and Members of Council in their governance roles.

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3. Develops a process for maintaining long term corporate development plans, including financial implications and ensures that such plans are developed, approved, implemented and reviewed on a regular basis.
 4. Establishes and is the Chair of Senior Management Team of Department Heads for corporate purposes, including strategic and operational planning meetings.
 5. Coordinates and directs the implementation of the approved policies and programs of Council and deals with any matter, including complaints from citizens arising there from, in accordance with the policies of Council, without further reference to Council subject to regularly reporting to Council upon actions taken.
 6. Reviews regularly the municipality's organization and departmental structure, in conjunction with Department Heads and recommends any changes that would improve the effectiveness, efficiency or economy of the structure.
 7. Assess future staffing needs, and reviews and recommends complement amendments and organizational structure changes within the authority granted by Council.
 8. Directly supervises staff of the Office of the CAO and Human Resources service areas, and oversees the effective supervision of all the other staff within the Corporation including staff development, performance management/review, coaching/mentoring, and health and safety within the parameters established by Council. Approves recruitment for all positions and recommends to Council the appointment of all full time staff. Appoints, promotes, demotes, suspends or dismisses staff, subject to the provisions of any personnel policies adopted by Council applicable to the employees of the Township. Has the authority to make changes to position descriptions within the organization for housekeeping, improved efficiencies, legislative compliance or service delivery purposes.
 9. Coordinates, primarily through Department Heads, the compilation, consideration and presentation to Council of recommendations of Department Heads arising from departmental operations, and comments thereon as appropriate and, with the advice and assistance of the Department Heads, proposes by-laws and resolutions to give effect to such recommendations as are adopted by Council.
 10. Directs the codification of the policies and procedures of Council and its Committees and Departments.
 11. Ensures the implementation of and oversees and monitors programs//practices that assure the integrity, security and on-going maintenance/rehabilitation of Township assets, infrastructure/buildings and other physical/financial resources; and regularly reports to Council on same; oversees the development of long-range infrastructure planning.
 12. Ensures that information and reports requested by Council or that could be of assistance to Council are obtained and submitted to Council in a timely fashion.
 13. Directs and controls all employees of the Corporation including such officials as are appointed by statute in respect to their duties and responsibilities and, in particular:
 - a) Recommends to Council the appointment, employment, suspension or dismissal of Department Heads; and,

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- b) Directly appoints, employs, suspends or dismisses all other employees within the employee establishment authorized by Council, in conjunction with Department Heads in accordance with the procedures approved by Council.
 - c) Ensures that Health and Safety is a priority within the municipality and that all requirements under the Occupational Health and Safety Act are met. Ensures that all senior management staff are evaluated on safety issues. Reviews minutes of safety meetings and ensures that issues are dealt with in an appropriate manner.
14. Recommends to Council with respect to the pay, fringe benefits and working conditions of all employees and coordinates and directs Department Heads in the efficient administration of the approved Council agreements and policies relating to same.
 15. Directs and oversees the exercise of budget preparation and a general financial control of all departments with the assistance of the Treasurer.
 16. Represents the municipality in assigned matters involving the Federal and Provincial Governments, issues respecting the County of Simcoe, and other intergovernmental affairs.
 17. Responds to inquiries from and/or liaises with elected officials, internal departments, the development and business communities, other governments/agencies, residents, citizens' and special interest groups, the media, etc. on corporate initiatives, business/development proposals, Council activities/decisions, and other business of the Corporation; monitors and follows-up on complaints received, directing/taking remedial action where necessary.
 18. Monitors activities and agreements with Local Boards/Agencies, Simcoe County and service partners affiliated with the Township to promote and protect the Township's financial and other interests in these organizations; undertakes representative and/or inter-board/agency relations activities to foster cooperative working relationships; appraises Council of pertinent issues and strategies to address.
 19. Ensures the Township's compliance with applicable Provincial legislation/regulations and Township by-laws and policies. Oversees, monitors and provides direction in the preparation of the Township's position on major or sensitive/controversial litigation, arbitrations, mediations, Ontario Municipal Board, Provincial Court and other tribunals/hearings; consults with appropriate internal/external resources; keeps Council apprised of status and progress.
 20. Attends all meetings of Council. Attends meetings of Committees of the Corporation and other events as required.
 21. Makes recommendations on the hiring of consultants to assist with/undertake major corporate projects/studies, as required; monitors their work and administers/oversees the administration of the agreements in accordance with Township policies/procedures.
 22. Undertakes special projects and performs other duties as assigned, in accordance with corporate objectives and Council direction.
 23. Carries out and performs such other duties and responsibilities assigned by Council or exercises any power from time to time lawfully granted by Council, or as set out in the Municipal Act, as may be amended from time to time.

HEALTH AND SAFETY:

Health and safety responsibilities include the following:

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- ensure the working environment is maintained in a healthy and safe condition;
- provide ongoing safety education, including but not restricted to WHMIS and First Aid;
- provide standard operating procedures that include safe work practices;
- evaluate the health and safety performance of subordinates and divisions;
- provide first aid facilities as required;
- ensure that personal protective equipment, where required, is provided and used;
- investigate and report accidents/cases of occupational disease to appropriate authority;
- be familiar with the applicable requirements of the Occupational Health and Safety Act and Regulations to ensure compliance;
- understand and enforce the Township’s Health and Safety Policies and Procedures;
- advise each worker of the existence of any potential or actual danger to the health and safety of the worker, of which the supervisor is aware;
- take every reasonable precaution in the circumstances for the protection of the worker;
- ensure workers receive proper training and instructions prior to commencement of work;
- identify and inform superiors of occupational health and safety concerns.

HUMAN RESOURCES:

- Responsible for all full time and part time employees and all aspects of Human Resources. Provides leadership and motivation for work performance – develops policies re: all aspects.
- Directly supervises all Department Heads, Managers and Parks and Recreation Supervisors, plus the Executive Assistant.

FINANCIAL RESOURCES

- Ultimate responsibility for all aspects of municipality including financial business (Treasurer performs function – reports to CAO); responsible for ensuring that the Treasurer has the tools to perform the function.
- Oversees the preparation of and recommends, in collaboration with the Treasurer, annual operating and capital budgets and longer-range financial forecasts for the Corporation; monitors the administration of the approved budget including authorization of expenditures in accordance with Township policy.

MATERIAL RESOURCES

- All types of information, business tools – computer, phones; confidentiality critical to position – provides and receives In Camera information.

SKILL & EFFORT - Knowledge

- University degree in a relevant professional discipline accompanied by post-graduate studies in Business and/or Public Administration and Management studies is preferred.
- Significant executive experience in a corporate portfolio including municipal experience in a high-growth environment, extensive experience working with elected officials and general management experience.
- Excellent conceptual, interpersonal, general/project management, analytical, communication, presentation, problem-solving, facilitation, negotiation, and staff leadership and supervisory skills.
- Ability to think and act strategically and appropriately in a political and community service environment; to build strong and enthusiastic staff teams and external alliances/partnerships; to align departmental programs/services with corporate goals/objectives; and to foster a positive, productive, and healthy/safe work environment that is committed to service excellence.

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- Thorough working knowledge of Municipal and Employer-related legislation/regulations and contemporary issues, municipal government organizations and structures, municipal operations, municipal financial and reporting processes, employee/labour relations principles, contract administration, and contemporary leadership and management practices.
- Computer literacy and knowledge of technology and its uses/opportunities in a municipal environment.
- Class G Driver's License, in good standing and reliable vehicle to use on corporate business.
- Availability to attend evening and/or weekend meetings or other events as required.
- Managerial and administrative skills to plan, direct, supervise and coordinate the functions of the CAO's office.
- Analytical skills to initiate and execute programs, to identify and resolve problems and to formulate policies and procedures relevant to same.
- Negotiating skills to resolve organizational and inter-departmental conflicts.
- Excellent verbal and written communication skills to prepare reports, make presentations to Council and Committees, and to coordinate policy advice to present sound, practical recommendations to Council.
- Strong supervisory and administrative skills.
- Good understanding of and ability to interpret policies, regulations, acts and guidelines.

SKILL & EFFORT - Physical

- Leadership, business management, people skills, facilitation/coordination/communication.
- Large volume of work, sensory requirements – listening skills, attends all meetings of Council, Committees, staff – busy schedule creates physical fatigue.
- Good physical condition required to conduct inspections.

DECISION MAKING AND JUDGEMENT:

- Work is performed under the direction of Council
- Responsible for all high level decision making – responsible for unusual problems, high degree of independent action available, full authority for resolving problems.

Judgement is Exercised In:

- Monitoring Township projects when required to ensure that acceptable standards of quality and efficiency are being met.
- Supervising direct reporting employees, implementing appropriate training and development programs and evaluating performance of subordinates.
- To resolve staffing and operational conflicts.
- Deciding actions necessary to deal with complaints, requests from Departments and any other situation which may arise.

INTERPERSONAL SKILLS**Internal**

- All levels of staff, Council, consultants.
- Interpersonal skills required to clarify facts, give information, respond to issues and to monitor and motivate subordinates.

External

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- Public (re inquiries, complaints, comments), press, consultants, government agencies. Will deal with various levels and groups of people and government officials.

WORKING CONDITIONS

Physical Environment (nature of physical environment, exposure to hazards/risk of injury):

- Works in an office environment approximately 95% of regular work week.
- May be required to travel to work sites in order to monitor the progress of projects, and may be exposed to inclement weather conditions.
- Out of office meetings, driving, after hours social functions.

Mental Environment (frequency of interruptions, contact with public, deadlines, control of work schedule):

- Mental effort required to analyze information to interpret trends of results. A high degree of accuracy and concentration is required.
- Many interruptions, constant contact with public, constant deadlines.
- Contact with the public can include conflict and verbal abuse.
- Occasionally deals with evening and weekend emergencies.
- Attends all meetings of Council and Committees which convene outside of normal working hours.

Revised: April 2014

ACKNOWLEDGEMENT:

I hereby acknowledge and confirm that the above duties and responsibilities are generally the main duties and responsibilities that are performed in this position.

Signature:

Print name

Date: _____

APPROVED by Council Resolution # CW111-2014

Mayor



JOB DESCRIPTION

POSITION TITLE: Chief Administrative Officer

REPORTS TO: Council

SUPERVISES: DIRECTLY: # of F/T: 6 # of P/T or Seasonal: none
 INDIRECTLY: # of F/T: 236 # of P/T and Seasonal: 279

DATE REVISED: July 26, 2018 (Previous version date: x)

POSITION SUMMARY

Responsible for leadership and general management of the Corporation, acting as key advisor and liaison to Council. As the senior appointed official, the major responsibilities include directing and overseeing the coordination and achievement of corporate strategic goals and objectives for continuous improvement and leading best practices; economic development ; financial control and budgets; day-to-day administration of the Town; establishing policy, service level and long-range business planning recommendations; and communicating and facilitating the implementation of Council decisions. Represents the Town with external agencies and on behalf of Council as required; monitors the activities of local Boards/Agencies , the County, and service partners of the Corporation.

Oversees and monitors legislative compliance and sound fiscal management of the Corporation; fosters an environment of positive public relations, both internally and externally such that the public respects and has confidence in the administration of the business of the Town of New Tecumseth; acting as an ambassador within the local and larger municipal community and championing the programs/policies of Council.

DUTIES and RESPONSIBILITIES

Strategic Planning and Leadership

1. In collaboration with the executive team, leads the strategic, organizational excellence and corporate annual planning process for the corporation. Considers the Towns requirements over the long term.
2. Provides advice and opinion to Council on policy/program plans, service levels, legislative, corporate and general governance matters, supports Council in reviewing and advising on Council's agenda, both open and in camera and making appropriate

presentations to Council on all requisite matters. Communicates, champions and coordinates/directs the implementation of Council's decisions/directives and provides day-to-day advice/support to the Mayor and Members of Council in their governance roles.

3. Is responsible for ensuring economic development remains a critical priority for the Town and coordinates strategic/annual goals accordingly.
4. Responsible for instilling innovation as a foundational priority within the organization at all levels, including the importance of being a learning organization.
5. Directs and oversees annual operating and capital budgets for the corporation as well as long term operational and capital budgets to ensure that the Town has the necessary support and financial data to effectively and efficiently deliver its services into the future and makes recommendations to Council accordingly.
6. Together with the executive team, leads improvement projects consistent with the goals of the Town with respect to leadership, customer service, fiscal responsibility and overall organizational effectiveness and efficiency, including the progressive use of technology, appropriate training and development of human resources, streamlining processes, improving reporting/planning mechanisms, etc.
7. Oversees the development of Key Performance Indicators across the organization and communicating KPIs to Council, staff and the public.

Monitoring Performance and Accountability

8. Monitors the approved corporate budget, including authorization of expenditures in accordance with Town policy. Ensures that any variances are reported to Council in a timely manner.
9. Monitors programs and practices to assure the integrity, security and on-going maintenance / rehabilitation of Town assets, infrastructure, buildings and other physical/financial resources, and regularly reports to Council on same.
10. Monitors and regularly communicates achievement progress/deficiencies of overall corporate goals and KPIs to Council, community and staff. Ensures action plans are deployed to correct unfavourable variances in budgets and KPIs.
11. Monitors the review and evaluation of administrative and service delivery processes with a view to ensuring practices are contemporary and meet the needs of the Town and reflect customer service excellence. Prepares periodic reports to Council on service delivery changes and enhancements.
12. Monitors agreements and activities with local Boards/Agencies, Simcoe County and service partners with the Town to promote and protect the Town's financial and other interests in these organizations; undertakes representative and/or inter-board/agency relations activities to foster cooperative working relationships; apprises Council of pertinent issues.
13. Leads, manages and coaches staff reporting to the CAO to ensure effective and efficient operations. Meets regularly with direct reports for operational updates and performance monitoring.
14. Manages direct reports including mentoring, coaching, managing performance, development, succession-planning, recruitment, discipline and termination. Oversees supervision of indirect reports and ensures quality relationships are built among staff.

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15. Ensures all staff work in compliance with all corporate policies, procedures, by-laws and legislative requirements and holds General Managers accountable for compliance within their divisions.
16. Reviews and approves Council reports/ recommendations regarding the activities, programs and projects of the various departments. Attends Council meetings and provides clarification and/or additional information with respect to these reports/recommendations for Council if required. Ensures follow up to all Council requests and concerns in a timely manner.
17. Monitors human resource analytics for the organization and coordinates any actions that may be necessary to improve effectiveness and efficiency.
18. Ensures open and effective communication amongst all levels of staff and ensuring that effective staff meetings are being conducted by all General Managers, Directors, Managers and Supervisors.
19. Stays informed on physical, social, legislative and economic conditions, developments, trends and political climate in areas of responsibility which might impact on the municipality, ensuring that the executive team, department directors and Council are advised.
20. Health and Safety Responsibilities:
 - a. Complies with all responsibilities as outlined in Corporate Health and Safety Policy and Occupational Health and Safety Act (OHSA),
 - b. Ensures accountability and compliance with Corporate H&S policy for all General Managers, Directors, Managers, Supervisors and staff.

General

21. Exercises those statutory duties and powers of the CAO as set out in the Municipal Act, as may be amended from time to time.
22. Maintains an effective and co-operative liaison with Council, staff, the general public, senior representatives of other municipalities, government agencies, contractors, community groups, committees, and consultants, etc. obtaining and providing relevant information. Promotes a high standard of public relations at all times.
23. Keeps abreast of trends and developments in municipal operations and recommends new and innovative approaches to enhance the performance of the Town.
24. Responds to inquiries from and/or liaises with elected officials, internal departments, other governments/agencies, businesses, residents and special interest groups etc on Town and corporate matters, studies, procedures, financial matters and corporate initiatives.
25. Adheres to Town policies, procedures and programs. Is responsible for keeping informed about new / updated corporate or departmental policies/procedures.

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26. Collaborates with senior leaders, establishes practices other municipalities would want to aspire to and inspires teams to be innovative to support the mandate of organization-wide accountability.
27. Leads customer service excellence to deliver optimal results in strategic planning, human resource management, technology and continuous improvement for increased efficiencies across all departments.
28. Performs other related duties as assigned by Council.

Management Competencies

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<p>Work with Vision and Purpose</p> <p>The vision and purpose of what the TONT is doing and why it is doing it, will be a strong motivating factor for all employees. It will help them allot their time and focus their choices.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Understands and supports the changes required (work processes, behaviours, tasks) to achieve the vision • Works to the milestones and goals • Be optimistic about the future • Communicates a compelling and inspired vision or sense of core purpose • Talks about future possibilities • Creates milestones to be achieved, in supporting the vision • Identifies and communicates what needs to be changed to achieve the vision 	<p>Plan and Organize</p> <p>The work that needs to be completed is laid out and the available resources are plotted against it and a plan created that optimizes effort, task completion, etc.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Creates plans, before beginning your work • Finds the resources necessary and available to successfully complete the work • Provides input into the best way to achieve the work of the department / the organization • Provides feedback proactively about outcomes • Gathers the information you need to successfully complete your tasks • Uses resources (people, funding, material, support) to get things done, efficiently and effectively • Orchestrates multiple activities at once to accomplish a goal • Clearly assigns responsibility for tasks and decisions • Sets clear objectives and measures • Arranges information and files it in a useful manner • Provides individuals information so they can make accurate decisions • Demonstrates knowledge of current and possible future policies, trends, technology and information affecting the organization/their department 	<p>Create New Work Ideas</p> <p>We must find new and different ways to do things, so that we maximize the resources we have. Yet, creativity can sometimes take on a life of its own, creating change for change sake. There is an element of managed risk around creativity that is necessary.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Finds better way to accomplish tasks • Generates a range of innovative ideas • Makes suggestions on how to improve things at work, questioning currently accepted ways of doing things • Identifies and tries new ways of working • Willingly takes part in brainstorming to identify new ideas • Incorporates technology wisely, to leverage the organization's efforts • Sees where new approaches to work add value • Speaks and acts to continually improve the work and the work processes • Encourages a creative environment • Understands and accepts that trying new things, may lead to failures

Management Competencies – (continued)

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<p>Achieve Objectives</p> <p>It is important to use the resources available as efficiently and effectively as possible to get things done, to meet the expectations of the communities in delivering products and services.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Energetically moves to action, to meet goals and objectives • Takes responsibility for the tasks and goals to be completed • Performs tasks competently and within timelines • Seizes more opportunities than others • Delivers task completion to a high standard • Uses the skills and abilities of his direct reports properly and effectively • Measures and monitors work output • Designs work practices and procedures to manage from a distance • Comfortably lets things manage themselves, without intervening 	<p>Embrace Change</p> <p>Change and transition is a given in organizational life, so managers have to be good about understanding the change, communicating it and helping others align with the behaviours required. The faster people adapt, the more successful the organization will be.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Understands that dealing with change is a constant job element within the organization • Adapts to changing situations and circumstances • Shifts gears comfortably when changes are made • Responds positively to change • Communicates change in a clear and helpful manner • Sees and effectively deals with resistance to change • Involves people in plans that bring about change and transition • Allows people to vent their frustration about change, without losing sight of the need for change 	<p>Manage People with Care</p> <p>If you manage, the core of your responsibility is to look after the people who report up to you. There is a need for strong people management skills in every managerial position.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Provides information clearly and openly • Provides clear direction to individuals about performance expectations and holds people accountable to them • Understands what motivates individuals • Addresses issues and conflicts objectively, calmly and fairly • Ensures individuals understand their role and where they fit into the big picture • Rewards and recognizes people's achievements appropriately • Develops the skills and abilities of all individuals • Addresses environmental stressors in the work environment and proactively addresses them to protect the well-being of employees 	<p>Exhibit Professional Composure</p> <p>People in leadership positions have to have a certain way of behaving that makes people want to follow them.</p> <p>Behaviours</p> <ul style="list-style-type: none"> • Exhibits self-control under trying / difficult situations • Maintains objectivity when focused on solving problems or dealing with issues • Has a calming effect • Responds appropriately in highly charged / emotional situations • Always positive • Acts respectfully towards everyone • Builds constructive relationships • Acts with tact and diplomacy

VALUES

What we value, as a community and an organization, tells everyone who we are. Our values are shaped by where we come from and where we are going. We will use the values to guide behaviour in the organization and to make important decisions about the future of our community.

We value:

- Friendly, supportive communities
- Resourcefulness and achievement
- Neighbours, colleagues, visitors
- Citizen-centred service
- Progressive ideas and actions

EDUCATION, CERTIFICATION, EXPERIENCE AND OTHER SKILLS

Education and Training (degree/diploma/certification/license)

Minimum Required:

- University degree in a relevant professional discipline such as Business, Engineering, Public Administration accompanied by post-graduate studies in either, Business, Public Administration, Management or Leadership studies.

Preferred:

- Master of Business Administration.

Experience

Minimum of 10- 15 years of significant experience in a corporate portfolio including municipal experience in a growth environment, extensive experience working with elected officials and at least 7 years of management/supervisory experience.

Knowledge/Skill/Ability

- Excellent conceptual, interpersonal, general/project management, analytical, business planning, financial, problem-solving, facilitation, negotiation and staff leadership and supervisory skills.
- Ability to act and think strategically and appropriately in a political and community service environment; to build strong and enthusiastic staff teams and external alliances/partnerships; to align departmental programs/services with corporate goals/objectives; and to foster a positive, productive and healthy/safe work environment that is committed to service excellence.

- Thorough working knowledge of Municipal, Provincial, Federal and Employer-related legislation/regulations and contemporary issues, municipal government organizations and structures, municipal operations, municipal business planning, financial and reporting processes, employee / labour relations principles, contract administration and contemporary leadership and management practices.
- Must be capable of setting priorities in accordance with the demands of the position ensuring the requirements of the entire organization are considered.
- Strong presentation and communication and skills to express concerns, processes, analytical results. The ability to negotiate in order to maximize the opportunities for the corporation as well as a high degree of tact and diplomacy in working with the public. A demonstrated ability to forge partnerships, alliances and strong working relationships.
- Comfortable with new ideas and has the curiosity to seek new opportunities and implement change. Collaborative decision maker focused on practical, timely solutions. Self-assured and confident; drives towards results while constantly problem-solving. Learns quickly; recognizes and adapts to evolving conditions. Translates knowledge and ideas into action and tangible and measurable outcomes.
- Must meet the requirements of a Competent Person as defined by the Occupational Health and Safety Act.
- Computer literacy and knowledge of technology and its uses/opportunities in a municipal environment.
- Class G Driver's license in good standing and reliable vehicle to use on corporate business.

PHYSICAL DEMANDS and WORKING CONDITIONS

Please indicate "occasionally", "regularly" or "frequently" under each dimension:

Physical Effort:

- Extended periods of sitting required for computer work and meetings.
- Intense visual concentration for computer work, report writing, etc.

Physical Environment:

- Normal office environment. Physical risks are low but may include soft tissue repetitive strains.

Mental Effort / Stress:

- Strong mental effort required for communication writing, analysis, corporate performance monitoring, attending meetings (various staff meetings as well as Council meetings); responding to Council requests and providing solutions/ recommendations on various Town matters that can be highly controversial / political.
- Subject to frequent deadlines.
- Accuracy is essential with no further checks from others in most cases.

After-hours meetings/ working / events:

- Required to attend after hours meeting of Council and Committees.

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CONTACTS

Other Working Relationships:

Who	Reason	How often (Regularly, Occasionally or frequently)
GMs, Directors, Council members	Council reports / Town business, requests / follow up, Budgets, Projects, status of goals/objectives, service delivery, division updates	Frequently
Managers, Supervisors	Operational matters / dept updates	Regularly
Consultants, contractors, other government agencies, financial institutions, vendors, suppliers	Town projects, legislative requirements, funding, financial matters	Regularly
Residents and community leaders / groups	Community activities and projects Requests for feedback / delegation requests	Occasionally
Municipal Sector and Agencies	Networking, standards, enquiries, best practices	Occasionally
CAO – direct reports	Directing work, supervision, status updates, etc	Regularly

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APPROVAL

Mayor _____ Date _____

EMPLOYEE ACKNOWLEDGEMENT

I have reviewed this job description and understand my duties and responsibilities.

Employee Name (Print) _____ Date _____

Employee Signature _____

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**TOWNSHIP OF SPRINGWATER
JOB DESCRIPTION**

POSITION TITLE: Chief Administrative Officer

DEPARTMENT: Administration

REPORTS TO: Mayor and Council

POSITION DETAILS:	Position Status:	Full time
	Pay Method:	Salary
	Normal Work Week:	35 hours plus
	Overtime Status:	Unpaid

PURPOSE OF THE POSITION

To manage the administration and the corporate affairs of the Township of Springwater and to perform such other duties as Council may direct.

MAJOR RESPONSIBILITIES

1. Key Advisor and Administrative Liaison to Council

- Assists and advises Council on legislative requirements and municipal operations, ensuring effective and efficient communications between Council, the Administration and the public.
- Attends all meeting of Council and Committees of Council to provide strategic guidance and operational advice to the members
- Assists the Mayor in respect of his/her duties and dissemination of same.
- Directs and causes implementation of all Council directives
- Develops and promotes a strong working relationship with Council with respect to the distinct roles of Council and the Administration.
- Reviews the corporate organizational and operating structures, and, recommends to Council any changes that could improve the effectiveness and efficiency of operations, including development, implementation, and updating of the strategic plan.
- Facilitates communications between Council and the Administration, ensuring that reports, information, and communications are properly presented and in timely manner.

2. Leads the Senior Management Team

- Oversees management and support personnel in consultation with senior directors to ensure effective municipal operations and delivery of services

- Coordinates, directs and supervises the implementation of administrative and other policies and programs approved by Council or Committee of Council.
- Initiates, develops and actively promotes a progressive corporate image and liaises with all levels of government, business and the public at large, involving the management team as appropriate.
- Motivates and supports departmental staff in day-to-day operations and in the implementation of new initiatives.
- Attends Committee of Council meetings representing senior management as required from time to time.
- Leads the senior management team, conducting meetings on a regular basis for the purpose of exploring new initiatives, discussion and implementation of Council directives, policies, strategies, corporate operations, and human resource issues.

3. Human Resource Management

- Manages senior management and personnel in consultation with directors on appointments, promotions, conditions of employment, motivational techniques, and disciplinary action.
- Develops and maintains an atmosphere of cooperation and collegiality amongst all staff.
- Continues to build on established corporate values, including a commitment to building a high performing organization and developing a staff with solid technical, management and leadership skills.
- Manages senior management team including making recommendations to Council on individual appointments, conditions of employment or dismissals.
- Assumes responsibility and causes the development, direction and supervision of all personnel in accordance with related municipal policies.
- Develops appropriate communication procedures to ensure that all members of staff are informed regarding the human resource policies and directives of Council. Ensure the responsibilities of senior management are carried out in this regard.
- Conducts annual performance reviews for senior management in accordance with methodology adopted by Council and ensures that all other departmental performance reviews are conducted in a timely manner.
- Recommends and approves, training initiatives, staff training and development in accordance with Council approved budget.
- Assists in staff conflict resolution.

4. Operational Planning

- Initiates and assists in the development and implementation of Council's strategic plan, to be used as the guiding document for municipal operations.

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- Coordinates and directs the business and activities of all departments to ensure efficient and consistent implementation of policy and decisions of Council.
- Establishes and maintains positive relationships with community partners, neighbouring municipalities and organizations, and other levels of government regarding municipal matters of interest.

5) Application of Federal/Provincial/Municipal legislation and policy

- Ensures and maintains a general knowledge of statutory and regulatory requirements pertaining to municipal obligations and related operations
- Facilitates access to information of the Corporation by members of Council and the public, in conformity with applicable legislation.

6) Financial Management

- Leads the development of a long range operational and capital needs plan for the delivery of services by the municipality, seeking Council approval for same. Plans, directs and coordinates the activities required to implement the plan as approved in the budget.
- Supervises general financial and business controls with the assistance of the Director of Building and Finance, including preparation and presentation to Council/Committee of Council of the annual operating and capital budgets.
- Directs implementation of all budgets approved by Council.
- Ensures expenditures remain within Council approved budget in consultation with the Director of Building and Finance, implementing internal controls as necessary.

QUALIFICATIONS

1. Education and Experience

- Post secondary education at a university level in public administration or related field.
- 10 years progressively responsible municipal/business management experience.
- CMO designation or acceptable equivalent.
- Public sector experience
- Experienced success in working with elected officials.
- Experienced success in relationship building.
- Experienced in developing excellent communication skills.
- Proficient in use of applicable computer software.
- Experienced in municipal accounting and financial management
- Demonstrated continual professional development

2) Knowledge/Skills and Abilities

- Knowledge/experience in municipal government administration, including strategic planning, budget process, business and change management practices.
- Superior customer service, public relations, and leadership skills necessary to build support with community groups and departments, and to foster inter-governmental and business relationships.
- Well developed conflict resolution skills.
- Thorough knowledge of municipal and other applicable legislation, programs, policies and guidelines as they relate to provision of the services, including best practices.

3) Key Competencies

- Ability to gain consensus
- Decision making and judgment
- Problem solving
- Innovation/creative thinking/vision
- Ethics and integrity
- Planning and Organization
- Mediating and negotiating
- Coaching/mentoring and delegation
- Conflict management
- Change management
- Political acuity
- Financial and budget expertise
- Adept listening skills

PHYSICAL/MENTAL AND VISUAL DEMANDS

- Changing priorities and deadlines.
- Responding to political, public and organization needs
- Visual attention (reporting writing, reading, interpreting legislation/policy statements, etc.).
- Travel/attendance at meetings requires long periods of sitting.
- Long periods at computer

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Chief Administrative Officer
Town of Innisfil

POSITION DESCRIPTION

Position Title: Chief Administrative Officer

Reports To: Mayor & Council

POSITION SUMMARY

Responsible for leadership and general management of the Corporation, acting as key advisor and liaison to Council. As the senior appointed official, the major responsibilities include overseeing and coordinating the day-to-day administration of the Town; attending Council/Committee meetings and making policy, service level, and long-range/strategic/business planning recommendations; communicating and facilitating the implementation of Council decisions. Directly administers the Human Resources and Legal Services service areas. Acts as the Economic Development resource for the municipality. Is the Town nominee on the Board of Directors of Innisfil Hydro Distribution Ltd; and Innisfil Energy Services Ltd. Represents the Town with external agencies and on behalf of Council as required; monitors the activities of local Boards/Agencies, the County, and service partners of the Corporation. Oversees and monitors legislative compliance and sound fiscal management of the Corporation; fosters an environment of positive public relations, both internally and externally such that the public respects and has confidence in the administration of the business of The Town of Innisfil; acting as an ambassador within the local and larger municipal community and championing the programs/policies of Council.

GENERAL DESCRIPTION

1. **Leadership/Management:** Lead, coordinate, manage and oversee the work of all municipal departments, ensuring delivery on Council's policy direction, and effective and efficient service delivery.
2. **Policies:** Assume full responsibility for the implementation of the policies, directions and programs approved by Council.
3. **Budget:** Oversees the preparation of the Town's budget, providing recommendations with respect to both current and capital budgets, and exercise financial control over approved appropriations for all Town departments.
4. **Council Support:** Support Council in reviewing and advising on Council's agenda, both open and in camera, and making appropriate presentations to Council on all requisite matters.

DETAILED DESCRIPTION

1. Leads and directs the general/financial management and day-to-day administration of the Corporation through coordination of Departments and directing the activities of the Office of the Chief Administrative Officer.
2. Provides advice and opinion to Council on policy/program plans, service levels, legislative, corporate and general governance matters, and sensitive/controversial issues; makes recommendations to Council; attends Council/Committee and other/related meetings; communicates, champions and coordinates/directs the implementation of Council decisions/directives; provides day-to-day advice/support to the Mayor and Members of Council in their governance roles.
3. Exercises those statutory duties and powers of the CAO as set out in the Municipal Act, 2001 as may be amended from time to time.

TOWN OF INNISFIL
Chief Administrative Officer

4. Chairs regularly scheduled strategic and operational planning meetings with the Senior Management Team and leads the group in considering ideas and receiving input on inter-departmental/corporate planning and strategic initiatives, items for Council/Committee consideration, sensitive/controversial issues, business/work plans, major policies and service levels/standards, and other corporate matters; facilitates consensus/resolve to items discussed; and initiates corporate project teams where beneficial/appropriate; member of the Emergency Operations Group.
5. Assesses future staffing needs, and reviews and recommends complement amendments and organizational structure changes within the authority granted by Council.
6. Directly supervises staff of the Office of the CAO including the Legal Services and Human Resources service areas, and oversees the effective supervision of all the other staff within the Corporation including staff development, performance management/review, coaching/mentoring, and health and safety within the parameters established by Council. Approves recruitment for all positions below the level of Director and recommends to Council the appointment of Departmental Directors. Appoints, promotes, demotes, suspends or dismisses staff, subject to the provisions of any personnel policies adopted by Council or collective agreements applicable to the employees of the Town except the most senior level managements (Directors) and statutory officers.
7. Oversees the preparation of and recommends, in collaboration with the Director of Corporate Services and the Treasurer, annual operating and capital budgets and longer-range financial forecasts for the Corporation; monitors the administration of the approved budget including authorization of expenditures in accordance with Town policy.
8. Ensures the implementation of and oversees and monitors programs/practices that assure the integrity, security and on-going maintenance/rehabilitation of Town assets, infrastructure/buildings and other physical/financial resources; and regularly reports to Council on same; oversees the development of long-range infrastructure planning.
9. Monitors the review and evaluation of administrative and service delivery processes with a view to ensuring practices are coordinated between Departments, appropriate stakeholder consultation occurs, and that practices are contemporary, meet the needs of the Town and reflect customer service excellence; prepares periodic reports to Council on service delivery changes and enhancements; regularly reviews Town performance under the Provincial Municipal Performance Measurement Program (MPMP); and takes action for performance enhancement.
10. Responds to inquiries from and/or liaises with elected officials, internal departments, the development and business communities, other governments/agencies, residents, citizens' and special interest groups, the media, unions, etc. on corporate initiatives, business/development proposals, Council activities/decisions, and other business of the Corporation; monitors and follows-up on complaints received, directing/taking remedial action where necessary.
11. Monitors activities and agreements with Local Boards/Agencies, Simcoe County and service partners affiliated with the Town to promote and protect the Town's financial and other interests in these organizations; undertakes representative and/or inter-board/agency relations activities to foster cooperative working relationships; appries Council of pertinent issues and strategies to address.

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**TOWN OF INNISFIL
Chief Administrative Officer**

12. Is appointed at Council's discretion to serve on the Boards of Innisfil Energy Services Limited and Innisfil Hydro Distribution Systems Limited; attends Board meetings and assists in the exercise of corporate oversight and strategic management of the Town's Hydro Utility assets.
13. Is responsible for the development of the Town's Economic Development function, is appointed to sit on the Board of the South Simcoe Economic Alliance and is the Town's first point of contact for general economic development related enquiries. Ensures a high level of customer service and responds to highly confidential site enquiries and negotiations with prospective development proponents.
14. Ensures the Town's compliance with applicable Provincial legislation/regulations and Town by-laws and policies. Oversees, monitors and provides direction in the preparation of the Town's position on major or sensitive/controversial litigation, arbitrations, Ontario Municipal Board, Provincial Court and other tribunals/hearings; consults with appropriate internal/external resources; keeps Council apprised of status and progress.
15. Undertakes representative duties as CAO with the Province, the County, businesses/developers, community/special interest groups, the media, professional associations, other governmental agencies, and inter-municipally as required; attends meetings/events on behalf of Council and/or the Mayor as directed; and acts as an "ambassador" for the Town supporting and championing corporate goals and decisions and facilitating public education/relations within the community.
16. Makes recommendations on the hiring of consultants to assist with/undertake major corporate projects/studies, as required; monitors their work and administers/oversees the administration of the agreements in accordance with Town policies/procedures.
17. Undertakes special projects and performs other duties as assigned, in accordance with corporate objectives and Council direction.

SUPERVISION REQUIREMENTS

Positions Supervised Directly: Directors (3)
Legal Services Coordinator
Manager of Human Resources
Support Staff within the Office of the CAO

Positions Supervised Indirectly: all other positions within the Corporation

CREDENTIALS REQUIRED

1. University degree in a relevant professional discipline accompanied by post-graduate studies in Business and/or Public Administration and Management studies.
2. Significant executive experience in a corporate portfolio including municipal experience in a high-growth environment, extensive experience working with elected officials and general management experience a unionized environment.
3. Excellent conceptual, interpersonal, general/project management, analytical, communication, presentation, problem-solving, facilitation, negotiation, and staff leadership and supervisory skills.
4. Ability to think and act strategically and appropriately in a political and community service environment; to build strong and enthusiastic staff teams and external alliances/partnerships; to

TOWN OF INNISFIL
Chief Administrative Officer

align departmental programs/services with corporate goals/objectives; and to foster a positive, productive, and healthy/safe work environment that is committed to service excellence.

- 5. Thorough working knowledge of Municipal and Employer-related legislation/regulations and contemporary issues, municipal government organizations and structures, municipal operations, municipal financial and reporting processes, employee/labour relations principles, collective bargaining, contract administration, and contemporary leadership and management practices.
- 6. Computer literacy and knowledge of technology and its uses/opportunities in a municipal environment.
- 7. Class G Driver's License, in good standing and reliable vehicle to use on corporate business.
- 8. Availability to attend evening and/or weekend meetings or other events as required.

REVIEW/APPROVAL

Incumbent _____	Date: _____
Mayor/Council _____	Date: _____

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CLEARVIEW

Job Description

Division/Department: Administration	REVISION DATE: June 2018
Job Title: Chief Administrative Officer	
Reports to: Mayor	

SCOPE OF POSITION

Responsible for the strategic direction and overall operations and administration of the municipality including the leadership of the senior management team, providing direction of municipality-wide continuous improvement initiatives, providing business, policy guidance and technical advice to Council, and implementing Council decisions and directives, ensuring the timely delivery of innovative programs and services, and a fiscally responsible budget while championing the corporate vision and the programs and policies of Council.

KEY RESPONSIBILITIES

1. Co-ordinates and directs Senior Management and Middle Management in the efficient administration of the municipality in accordance with the policies and plans approved and established by Council.
2. Develops a process for maintaining long-term corporate development plans, including financial implications, and ensures that such plans are developed, approved, implemented and reviewed on a regular basis.
3. Ensures planning and execution of the Corporation's economic development functions.
4. Co-ordinates and directs the implementation of the approved policies and programs of Council and deals with any matter, including related complaints from citizens, in accordance with the policies of Council, without further reference to Council, subject to regularly reporting to Council upon actions taken.
5. Reviews regularly the municipality's organizational and departmental structure, in conjunction with management, and recommends any changes that would improve the effectiveness, efficiency or economy of the structure.
6. Co-ordinates, primarily through management, the compilation, consideration and presentation to Council of recommendations from management arising from departmental operations, and comments thereon as appropriate and, with the advice and assistance of management, proposes by-laws and resolutions to give effect to such recommendations as are adopted by Council.
7. Directs the codification of the policies and procedures of Council and its Committees and Departments.
8. Ensures that information and reports requested by Council or that could be of assistance to Council are obtained and submitted to Council in a timely fashion.
9. Directs and controls all employees of the Corporation except such officials as are appointed by statute in respect to their duties and responsibilities and, in particular:

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Division/Department: Administration	REVISION DATE: June 2018
Job Title: Chief Administrative Officer	
Reports to: Mayor	

- a. Recommends to Council the appointment, employment, suspension or dismissal of managers.
 - b. Ensures compliance with all Employment, Labour, Occupational Health and Safety and Accessibility laws.
 - c. Ensures that effective policies and procedures are established for the consistent management of employees of the Township.
 - d. Ensures that the compensation and payroll practices of the Township comply with all accounting and provincial legislated requirements.
 - e. Participates in Collective Agreement negotiations and makes recommendations to Council with respect to compensation, fringe benefits and working conditions of employees and co-ordinates and directs managers in the efficient administration of the approved Council agreements.
 - f. Ensures performance management of all employees is effectively conducted on an ongoing basis.
 - g. Ensures continuous training and development for all employees to meet organizational development and efficiency objectives.
10. Directs general financial control of all departments with the assistance of the Treasurer.
 11. Represents the municipality in assigned matters involving the Federal and Provincial Governments, issues respecting the County of Simcoe, and other intergovernmental affairs.
 12. Attends all meetings of Council. Attends meetings of Committees of the Corporation, as required.
 13. Carries out such other duties and responsibilities assigned by Council or exercises any power from time to time lawfully granted by Council.
 14. Perform other duties as may be assigned in accordance with departmental and corporate objectives as assigned by Council.
 15. Responsible for asset management planning for capital assets within their department and represent their department on the Asset Management Planning Committee

Health and Safety Responsibilities:

- Ensure that every reasonable precaution for the protection of the worker is taken
- Apply/enforce all current safety policies and legislation
- Take corrective actions as necessary to ensure compliance with the rules
- Communicate any changes to workplace safety and work methods to staff
- Provide instructions to employees about safe work procedures
- Provide PPE for workers and require that it be used as appropriate
- Where hazards are identified, ensure corrective action is taken at once
- Report all accidents immediately and investigate fully
- Respond to all recommendations from the Workplace Inspection reports within 21 days, in writing.
- Work in cooperation with the JHSC/HR department at all times to enforce, develop and support Clearview's health and safety program
- Ensure a 100 % annual completion rate for all employees on Health & Safety training. Written records must be kept.
- Serve as a role model by always directing and performing work in a safe manner.

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Division/Department: Administration	REVISION DATE: June 2018
Job Title: Chief Administrative Officer	
Reports to: Mayor	

EDUCATION & TRAINING

▶ **MINIMAL EDUCATION REQUIRED:**

OSSD plus up to 9 months of additional post secondary courses	<input checked="" type="checkbox"/>	Bachelor's Degree: <i>Major in Business / Public Administration, Human Resource Management, Political Science, Finance or Planning</i>
Recognized post-secondary certificate (10 months)		Master's Degree:
Recognized post-secondary Diploma (2 years)		Other: (Please specify) See below

▶ **PROFESSIONAL DESIGNATIONS OR CERTIFICATION REQUIRED:**

Completion of the AMCTO Certified Municipal Officer (CMO) accreditation is required. Participation in other in-service municipal training programs such as the Certified Municipal Manager accreditation is preferred.

▶ **SPECIFIC ABILITIES, SKILLS AND COMPETENCIES REQUIRED:**

1. Thorough knowledge of all aspect of municipal administration, with a specific emphasis on Council procedures and legislative, planning, staffing and economic development processes.
2. Proven experience in human resource management including, hiring, onboarding, training, conducting performance reviews and addressing performance concerns.
3. Effective leadership skills - motivating, influencing, team building, aligning and generating excellence.
4. Exceptional customer service skills with the ability to deal effectively with the general public.
5. Exceptional communication skills including the ability to write and edit clear, concise reports to Council and external bodies; to present issues to Council, other officials, staff and the public; to deal with the press and to handle difficult and conflict situations.
6. Financial management skills including budget supervision and preparation of proposals to Council, overseeing grant applications and funding proposals to other levels of government and supervision of auditing procedures.
7. Effective problem-solving skills, as well as time and project management skills with the ability

to meet deadlines.

- 8. Intermediate level skills with Microsoft Word, Excel and PowerPoint, along with Windows, Outlook and Explorer.
- 9. Province of Ontario Class "G" Driver's License in good standing and use of a reliable vehicle, is required.

EXPERIENCE

► PRIOR EXPERIENCE REQUIRED IN RELATED FIELD:

<input type="checkbox"/>	Up to 1 year
<input type="checkbox"/>	More than 1 year and up to 3 years
<input type="checkbox"/>	More than 3 years and up to 5 years
<input checked="" type="checkbox"/>	More than 5 years and up to 10 years

Minimum five years of senior management experience is required (preferably in municipal government)

► ORIENTATION IN THE POSITION (TO COMPETENTLY PERFORM THE JOB):

<input type="checkbox"/>	1 Week	<input type="checkbox"/>	2 Weeks
<input type="checkbox"/>	1 Month	<input type="checkbox"/>	2 Months
<input type="checkbox"/>	3 Months	<input type="checkbox"/>	4 Months
<input type="checkbox"/>	5 Months	<input checked="" type="checkbox"/>	6 Months

SUPERVISION / MANAGEMENT SCOPE:

<input type="checkbox"/>	Supervises 1 – 3 staff	<input checked="" type="checkbox"/>	Supervises 31 – 60 staff
<input type="checkbox"/>	Supervises 4 – 10 staff	<input type="checkbox"/>	Supervises one or more groups totaling 61 - 150
<input type="checkbox"/>	Supervises 11 – 20 staff	<input type="checkbox"/>	Supervises a major unit of organization with over 150 staff
<input type="checkbox"/>	Supervises 21 – 30 staff	<input type="checkbox"/>	

KEY RELATIONSHIPS (CONTACTS)

I.E. INTERNAL AND EXTERNAL

Position contacted	How often ?	Purpose
Mayor and Council members	Frequently	Council and operational matters
Senior Mgmt and staff	Frequently	Implementing strategic goals, directing work, problem-solving,

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		managing performance
External consultants, Engineers, Lawyers, Federal, Provincial, County officials, Media representatives, etc	Regularly	Overseeing completion of municipal projects, ongoing efficient municipal services and public relations
Various Committee Chairpersons	Occasionally	Municipality business, Special events, etc

WORKING CONDITIONS:

► **PHYSICAL ENVIRONMENT:** (i.e. nature of physical environment, exposure to hazards/risk of injury). Please describe using OCCASIONALLY, REGULARLY or FREQUENTLY

- Work is conducted in standard office environment.
- Frequent sitting,
- Occasional walking, standing and lifting up to 5 kg.
- Attending Council meetings in the evening – biweekly.
- Attending various evening committees meetings as required.
- Attending occasional conferences, municipal group meetings and training sessions.

► **MENTAL ENVIRONMENT:** (i.e. frequency of interruptions, contact with public, deadlines, control of work schedule).

- Deals with conflict and difficult conversations (internal staff and public)
- Visual concentration required (computer use) – 50% of the day
- Meet deadlines

MAYOR / COUNCIL'S approval

SIGNATURE _____ DATE: _____

CAO Acknowledgement

Name: _____ Signature _____

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Date: _____

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**CORPORATION OF THE TOWNSHIP OF ADJALA-TOSORONTIO
JOB DESCRIPTION**

NOTE:
FROM 2017 SUNSHINE LIST,
THE CAO'S SALARY AND
TAXABLE BENEFITS THAT
YEAR = \$136,280.93
A Murphy

JOB TITLE: Chief Administrative Officer

DEPARTMENT: General Government and Administration

REPORTS TO: Township Council

SUPERVISES: DIRECTLY: Senior Management Team
INDIRECTLY: Entire Staff.

Date Updated: July 26, 2013

POSITION SUMMARY

Administrative leader representing the Township. Provides leadership, communication and support to Council, staff and the community. Responsible/direct report to Council for overall administration, financial management, human resources, service delivery and physical assets of the Township. Responsible for effective and efficient delivery of all municipal resources. Ensures that Council is well informed of legislative requirements and all background information required for deliberating and establishing policy direction. Produce a working environment that supports strength and growth of all municipal assets.

KEY ROLES AND RESPONSIBILITIES

Financial Management

- Supervise preparation of the Township's annual budget, capital expenditures, budget forecasting, revenues generation and collection.
- Ensure continuous and accurate delivery of financial statements, accounts payable and receivable, financial statements and cash flow projections.
- Ensure that regular and necessary information is provided to Council and to the Province.
- Ensure that entire taxation process is delivered effectively and efficiently.
- Ensure that departmental spending is on track with Council policies and objectives.
- Ability to financially bind the Township.
- Communicate between Council, staff, residents, outside government agencies regarding financial programs.
- Seek efficiencies and cost containment/reduction alternatives.

Human Resources

- Management and supervision of all municipal employees.
- Direct authority to recruit, promote, and terminate staff.
- Serve as primary conduit between Council and staff.
- Develop programs to promote staff development, recruitment and retention.
- Determine staffing levels to meet servicing priorities established by Council.
- Set and monitor performance expectations.
- Communicate Council direction to staff through regular meetings.
- Generate a healthy and safe work environment.
- Ensure balance and harmony.

- Control boundaries between departments and staff.

Administration

- Control and supervise the delivery of all municipal programs and services.
- Allocate resources to meet the needs to maximize program delivery.
- Negotiation and dispute resolution with Developers, members of the public, staff, Council and outside agencies.

Exploration/Analysis

- Communicate with outside agencies, compare perspectives.
- Develop rapport with key policy markers, regulators.
- Forecast and anticipate issues.
- Investigate alternate and emerging methodologies, analyze program deliveries and instigate improvements
- Monitor current events and prepare Township accordingly.
- Leverage Township to improve efficiencies.
- Create direction in response to internal and external factors.
- Develop new solutions and procedures.
- Analytical reasoning with not template or policy guidelines.
- Problem solving through analysis
- Establish clear direction and coordinate Township projects through relevant departments.
- Monitor/review outcomes.
- Provide feedback, ensure timelines and outcomes.

SKILLS AND QUALIFICATIONS

- Requires University Graduation with professional designation normally acquired through more than two years of formal university beyond a general BA plus additional, required, workplace training leading to certification (i.e. law, engineering, master's in planning etc.)
- Minimum of eight years experience in a Municipal environment required.
- Carries out complex tasks requiring a high degree of concentration to exclusion of other activities for a significant position of the work day. There is a need to: (a) bring new approaches to existing situation, (b) explore and address a wide variety of options and (c) use complicated analytical methods, and the activities are crucial to successful job performance.
- Work involves decision-making and policy formulation with long-term implications. The employee works on solving fundamental problems and makes top-level operating decisions that serve as guides and directive to the organization as a whole.
- Must have the ability to control and monitor the development of the Township's annual comprehensive budget and operation of the financial and computer systems.
- Set standards of performance, co-ordinates operations and activities, evaluates performance and sees that policies and programs are carried out.
- Be responsible to work in compliance with the Occupational Health and Safety Act and Regulations, the Township of Adjala-Tosorontio Occupational Health, Safety, Workplace Violence and Harassment Policy and Procedures, as well as established Provincial and Federal guidelines.

PHYSICAL DEMANDS AND WORKING CONDITIONS

Physical demand requires no undue fatigue regarding sitting, standing and walking. Work is conducted in a standard office environment.

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Regularly exposed to conditions of high stress caused by such things as dealing with very irate people, meeting tight deadlines, constant interruptions, life and death situations and similar circumstances and there is no reasonable means to avoid exposure.

Normal hours of work are 35 hours per week, 8.30 a. m. to 4.30 p. m. Monday to Friday. Attendance at Council Meeting is mandatory. Other meeting held in the evening and/or weekend as required. Attendance at conference that may be over a weekend or travel to same is required.

Work involves frequent and regular contact with the public, elected official, other levels of government/agencies and the media, such contact may include representing the Township on critical issues, and this considered a major job function. Requires a significant degree of skill in personal relationships to avoid loss of Township's prestige.

THE CORPORATION OF THE TOWNSHIP OF ESSA

BY-LAW 2019 – 01

Being a By-law to confirm the proceedings of the Special Meeting of Council held on the 2nd day of January, 2019.

THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF ESSA HEREBY ENACTS AS FOLLOWS:

THAT the action of the Council at its Special Meeting held on the 2nd day of January, 2019, and, in respect of each motion, resolution and other action passed and taken by Council at the said meeting, is, except where prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed.

THAT the Mayor and the proper officials of the Township of Essa are hereby authorized and directed to do all things necessary to give effect to the said actions or to obtain approvals where required, and to execute all documents as may be necessary in that behalf and the Clerk is hereby authorized and directed to affix the Corporate Seal to all such documents.

READ A FIRST, AND TAKEN AS READ A SECOND AND THIRD TIME AND FINALLY PASSED on this the 2nd day of January, 2019.

Sandie Macdonald, Mayor

Lisa Lehr, Clerk