

**Village of Glenwood**  
**#231-2011**  
**Chief Administrative Officer Bylaw**

BEING A BY-LAW OF THE VILLAGE OF GLENWOOD TO ESTABLISH THE POSITION OF CHIEF ADMINISTRATIVE OFFICER AND TO OUTLINE THE DUTIES AND RESPONSIBILITIES OF THE CHIEF ADMINISTRATIVE OFFICER

**WHEREAS** Section 205 of the Municipal Government Act, Statutes of Alberta, states that every council must establish by bylaw a position of chief administrative officer.

**AND WHEREAS** Section 205 of the Municipal Government Act, Statutes of Alberta, states that every council must appoint one or more persons to carry out the powers, duties and function of the position of chief administrative officer.

**AND WHEREAS** Section 205 of the Municipal Government Act, Statutes of Alberta, states that council may give the position of chief administrative officer any title the council considers appropriate.

**NOW THEREFORE**, the Council of the Village of Glenwood, in the Province of Alberta duly assembled, hereby enact as follows:

**NAME OF BYLAW**

1. This bylaw may be cited as the Chief Administrative Officer bylaw.

**DEFINITIONS**

2. For the purposes of this Bylaw, the following words mean:
  - (1) "Act" means the MUNICIPAL GOVERNMENT ACT, RSA 2000, c, M-26.1, section 541, as amended.
  - (2) "Council" means the Municipal Council of the Village.
  - (3) "Officer" means the Chief Administrative Officer of the Village.
  - (4) "Village" means the Municipal Corporation of the Village of Glenwood.

**RESPONSIBILITIES**

3. As outlined in Section 207 of the Act, the chief administrative officer is the administrative head of the municipality and has the following responsibilities:
  - a) Ensures that the policies and programs of the municipality are implemented.
  - b) Advises and informs the council on the operation and affairs of the municipality.
  - c) Performs the duties and functions and exercises the powers assigned to a chief administrative officer by the Act and this bylaw.
  - d) Faithfully perform all of the duties as outlined in Appendix "A" CAO Position Profile.

## **AUTHORITY OF CHIEF ADMINISTRATIVE OFFICER**

4. In order to carry out the responsibilities of the position, the chief administrative officer has the authority to:
  - a) Inform Council on the hiring, dismissal, promotion, demotion, rewarding or disciplining of any employee of the Village.
  - b) Implement any internal reorganization of responsibilities and duties required for the effective and efficient operation of the Village. If a major organizational change is effected, the chief administrative officer shall consult with Council before implementing the requested changes.
  - c) Be present at any meeting of the Council of Committee of the Council and be recognized to speak on any subject brought before Council.
  - d) In the case of an emergency, incur any expenditure not previously approved by Council provided a detailed report on such expenditure and its need is presented to the next meeting of the Council.
  - e) Negotiate contracts, agreements and transactions required for the effective operation of the Village and to recommend the approval of such contracts, agreements and transaction by Council.
  - f) Sign any order, agreement, cheque, negotiable instrument or document made or executed on behalf of the Village.
  - g) Take such other actions necessary to carry out the responsibilities assigned by Council.
  - h) In accordance with Section 209 of the Act, delegate any of the chief administrative officer's powers, duties or functions under the Act or any other enactment or by-law to a Designated Officer or an employee of the Village.

## **MAJOR ADMINISTRATIVE DUTIES**

5. As outlined in Section 208 of the Act, the chief administrative officer must ensure that:
  - a) All minutes of council meetings are recorded in the English language, without note or comment.
  - b) The names of the councillors present at council meetings are recorded.
  - c) The minutes of each council meeting are given to Council for adoption at a subsequent council meeting.
  - d) The bylaws and minutes of council meeting and all other records and documents of the municipality are kept safe.
  - e) The Minister is sent a list of the councillors and any other information the Minister requires within 5 days after the team of the councillors begin.
  - f) The corporate seal is kept in the custody of the chief administrative officer.
  - g) The revenues of the municipality are collected and controlled and receipts are issued in the manner directed by Council.
  - h) All money belonging to or held by the municipality is deposited in a bank, credit union, loan corporation, treasury bank or trust corporation designated by Council.
  - i) The accounts for authorized expenditures are paid.
  - j) Accurate records and accounts are kept of the financial affairs of the Village, including the things on which the Village's debt limit is based and the things included in the definition of debt for the Village.

- k) The actual revenues and expenditures of the Village compared with the estimates in the operating or capital budget approved by Council are reported to Council as often as Council directs.
  - l) Money invested by the Village is invested in accordance with Section 250 of the Act.
  - m) Assessments, assessment rolls and tax rolls are prepared in accordance to Parts 9 and 10 of the Act.
  - n) Public Auctions held to recover taxes are carried out in accordance to Part 10 of the Act.
  - o) The Council is advised in writing of its legislative responsibilities in accordance with the Act.
6. In accordance with Section 205.1 of the Act, Council must provide the chief administrative officer with an annual written performance evaluation of the results the chief administrative officer has achieved with respect to fulfilling the chief administrative officer's responsibilities as outlined in Section four (4) of this bylaw and Section 208 of the Act. The CAO Review Template is included with this bylaw as "Appendix B."

**APPOINTMENT, SUSPENSION AND REVOCATION**

- 7. In accordance with Section 206 of the Act, the appointment of a person to the position of chief administrative officer may:
  - a) Be made, suspended or revoked only if the majority of the whole council vote to do so.
  - b) Not be revoked or suspended unless Council notifies the officer, in writing, proposing to revoke or suspend the appointment providing reasons.
- 8. If requested by the chief administrative officer, Council must give the officer or the officer's representative a reasonable opportunity to be heard before Council.
- 9. A chief administrative officer whose appointment is revoked without cause is, subject to any written agreement between council and the officer, entitled to reasonable notice or to compensation instead of reasonable notice.
- 10. Bylaw #199-99, #202-2000 & 212-2003 of the Village of Glenwood are hereby repealed.
- 11. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME THIS THE 10<sup>th</sup> DAY OF NOVEMBER, 2011

READ A SECOND TIME THIS THE 10<sup>th</sup> DAY OF NOVEMBER, 2011

READ A THIRD TIME AND PASSED THIS THE 8<sup>th</sup> DAY OF DECEMBER, 2011

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Jordan Koch  
Mayor

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Kurtis Pratt  
Chief Administrative Officer

APPENDIX "A"

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**POSITION PROFILE**

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**Chief  
Officer**



**Administrative**

April 2011

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## POSITION PROFILE

### Chief Administrative Officer

#### ***The Position***

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#### *Chief Administrative Officer (CAO)*

The CAO assists and advises Council in directing the overall planning, coordination and control of all Municipal operations in accordance with the vision, objectives, policies, budget and plans approved by Council. The CAO performs the statutory requirements as outlined in the ***Municipal Government Act*** and ensures compliance with applicable statutory regulations.

#### *Responsibilities:*

In addition to the duties and responsibilities prescribed in the ***Municipal Government Act***, other legislation, Village Bylaws, Policies and any additional duties assigned from time to time by Council, the CAO:

1. Recommends objectives, policies and programs to Council. Assists and advises Council in all areas, including implementation and monitoring of progress of those policies and programs approved by Council. Evaluates and recommends improvements as required.
2. Guides all Village employees in the performance of their duties. Communicates Council decisions, requests or recommendations to the respective employees. Promotes inter-departmental cooperation and assists in coordinating inter-departmental activities. Recommends to Council, any necessary changes in duties, responsibilities or authority of Village employees.
3. Advises Council in the hiring, training and evaluating of all Village employees. Ensures discipline procedures are administered equitably in accordance with approved policy and/or guidelines. Has authority to hire, dismiss or discipline all staff. Directs the activities of the employees. Develops and modifies, from time to time, their duties or responsibilities.
4. Monitors adherence to policies, organization and procedures by Village staff.
5. Coordinates the prompt and proper handling of all requests, inquiries and complaints by the public. Promotes the development of good public relations with staff, the public and other external representative, including Provincial Government Departments.
6. Authorizes the purchase of materials and supplies within established guidelines inter-departmentally.
7. Attends all Regular and Special meetings of Council and other meetings, as requested by Council, and advises on relevant matters. Ensures that proceedings of such meetings are recorded.

8. Monitors accurate handling of all official municipal correspondence and preservation of all official documents.
9. Drafts By-Laws. Prepares meeting Agendas, Resolutions and organizes appointments for Council.
10. Manages the development and implementation of the annual Budget process, which results in accurate operating and capital estimates being submitted to Council for review and subsequent approval, in accordance with Provincial Government requirements.
11. Performs other duties as required by Council.

## ***Person Specifications***

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### **1. Education**

A clear pattern of professional and personal development to support a senior management and administrative role in municipal government is required. Post-secondary education in Public Administration, a CLGM designation, or a related professional designation is desirable.

### **2. Experience (breadth & depth)**

The ideal candidate will have a combination of the following management experiences, preferably in a municipal government setting:

- (a) Experience building successful teams and a cohesive administrative program and service delivery system.
- (b) Successful experience in a senior municipal management capacity preferred.
- (c) Successful department head experience in at least one of the key service areas, i.e. community services, corporate services, infrastructure services, development and assessment services.
- (d) Experience in working with senior officials in government and business.
- (e) Positive record of working effectively with elected officials, volunteer Boards and committees and public participation process in policy formation and service delivery.
- (f) Proven ability in working effectively with all staff.
- (g) Proven experience in strategic planning, organization development, and achieving results in labour relations.

### **3. Skills and Attributes**

The CAO will have a progressive leadership record demonstrating positive relationships with elected officials, staff and the community. The CAO will feel equally comfortable as a senior manager or as a "hands-on" team participant. Among other attributes, the following will be important:

**Leadership Skills** - Demonstrates a visionary leadership style while giving guidance and support. A mentor and positive role model combined with a practical and common sense approach.

**Management Skills** - Demonstrates a style that actively promotes involvement with staff with an emphasis on motivating and encouragement of people, teams and activities.

**Strategic and Business Planning** - Provides executive leadership to all planning initiatives and ensures accountability for achievement of results within both communities.

**Communication Skills** - A clear, concise and positive communicator who is able to build trust through presenting ideas clearly and listening effectively to others.

**Interpersonal Skills** - Works well with people from all disciplines and is sensitive to diverse needs with the proven ability to integrate teams. Has an ability to motivate and work positively with community volunteers and organizations.

**A Professional** - Acts as an integral part of an administrative team and displays a "first amongst equals" style with high ethical standards and an honest, open and consistent approach to working with staff and citizens.

**Financial Management** - A proven ability to work in a fiscal environment of growth and leads with a strong sense of service. Timely and efficient in all budgeting, financing and information reporting.

**Volunteer Service** - Presents a strong commitment to comprehensive community services, a demonstrated belief in voluntarism and a willingness to be visible in both communities.

**Self-Confidence** - Possesses confidence in own skills and abilities, is able to make difficult decisions and stand by them and demonstrate a positive attitude.

**Organizing Skills** - Simplifies often complex and lengthy matters and runs an administration that is service oriented.

**Politically Astute** - Knows and understands legislative and regulatory processes and has an intuitive ability to read the political implications of recommendations and actions.

**Customer Service** - Confidence in ensuring customer needs are identified and addressed; ensures consultation with all citizens in the development of quality service.

**Human Resource Management** - Requires excellent human resource knowledge and interpersonal skills to work positively with management and staff. Sensitive and caring with the ability to bring diverse individuals and program initiatives together using strong negotiation and conflict resolution skills.

APPENDIX "B"

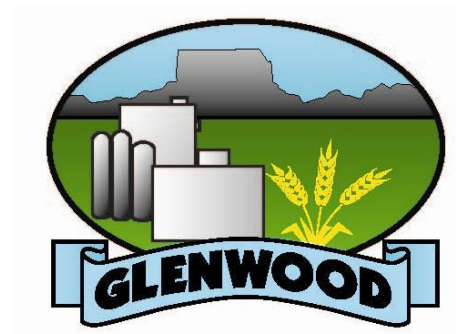
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**ANNUAL PERFORMANCE REVIEW**

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**Chief Administrative Officer**



April 2011

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## Chief Administrative Officer

The Chief Administrative Officer (CAO) is to provide leadership and managerial expertise for Council and the community. The CAO is responsible for the overall planning, coordination and control of all Municipal operations in accordance with the objectives, policies, budgets and plans approved by Council.

### Responsibilities:

1. Recommends objectives, policies and programs to Council in all areas, including implementation and monitoring of progress of those policies and programs approved by Council; and evaluates and recommends improvements as required.

<u>Comments:</u>	1	2	3	4	5

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Rating Scale
(5) = Exceptional
(4) = Exceeds Requirements
(3) = Meets Requirements
(2) = Marginal
(1) = Unsatisfactory

2. The CAO guides employees in the performance of their duties; communicates Council decisions, requests or recommendations to the respective employees; promotes employee interaction and cooperation; and recommends to Council, any necessary changes in duties, responsibilities or authority of employees.

<u>Comments:</u>	1	2	3	4	5

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Rating Scale
(5) = Exceptional
(4) = Exceeds Requirements
(3) = Meets Requirements
(2) = Marginal
(1) = Unsatisfactory

3. The CAO coordinates municipal activities and projects with the operational staff.

<u>Comments:</u>	1	2	3	4	5

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Rating Scale
(5) = Exceptional
(4) = Exceeds Requirements
(3) = Meets Requirements
(2) = Marginal
(1) = Unsatisfactory

4. The CAO is responsible for the overall hiring, training and evaluation of employees; ensures discipline procedures are administered equitably in accordance with approved policy and/or

guidelines; has authority to discipline staff and dismiss staff; directs the activities of department heads; and develops and modifies, from time to time, their duties or responsibilities.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale

(5) =  
Exceptional

(4) = Exceeds  
Requirements

(3) = Meets  
Requirements

(2) = Marginal

(1) =  
Unsatisfactory

5. Is responsible to oversee the prompt and proper handling of all requests, inquiries and complaints by Council and the public; promotes the development of good public relations with staff, the public and other external representatives, including provincial government departments.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale

(5) =  
Exceptional

(4) = Exceeds  
Requirements

(3) = Meets  
Requirements

(2) = Marginal

(1) =  
Unsatisfactory

6. Authorizes the purchase of materials and supplies within established budgets and guidelines.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale

(5) =  
Exceptional

(4) = Exceeds  
Requirements

(3) = Meets  
Requirements

(2) = Marginal

(1) =  
Unsatisfactory

7. Attends all regular and special meetings of Council and other meetings, and advises on all relevant matters. Ensures that proceedings of such meetings are recorded.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale

(5) =  
Exceptional

(4) = Exceeds  
Requirements

(3) = Meets  
Requirements

(2) = Marginal

(1) =  
Unsatisfactory

8. Monitors accurate handling of Village correspondence and preservation of official documents.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale                      (5) = Exceptional                      (4) = Exceeds Requirements                      (3) = Meets Requirements                      (2) = Marginal                      (1) = Unsatisfactory

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9. Is responsible to oversee the drafting of bylaws, policies and the preparation of Council Meeting agendas, resolutions and organizes appointments for Council.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale                      (5) = Exceptional                      (4) = Exceeds Requirements                      (3) = Meets Requirements                      (2) = Marginal                      (1) = Unsatisfactory

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10. Is responsible to orchestrate the development and implementation of the annual budget, which ensures accurate operating and capital estimates being submitted to Council for review and subsequent approval, in accordance with provincial government requirements.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale                      (5) = Exceptional                      (4) = Exceeds Requirements                      (3) = Meets Requirements                      (2) = Marginal                      (1) = Unsatisfactory

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11. Performs other duties as required by Council.

<u>Comments:</u>	1	2	3	4	5
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Rating Scale                      (5) = Exceptional                      (4) = Exceeds Requirements                      (3) = Meets Requirements                      (2) = Marginal                      (1) = Unsatisfactory

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## Skills and Attributes

The CAO will demonstrate a progressive leadership style with positive relationships with elected officials, staff and the community. The CAO will feel comfortable directing a "hands-on" team environment. Among other attributes, the following will be important:

<b>Skills and Attributes</b>	1	2	3	4	5
<b><u>Leadership Skills</u></b> - Demonstrates a visionary leadership style while giving guidance and support. A mentor and positive role model combined with a practical and common sense approach.					
<b><u>Management Skills</u></b> - Demonstrates a style that actively promotes involvement with staff with an emphasis on motivating and encouragement of people, teams and activities.					
<b><u>Strategic and Business Planning</u></b> - Provides executive leadership to all planning initiatives and ensures accountability for achievement of results within both communities.					
<b><u>Communication Skills</u></b> - A clear, concise and positive communicator who is able to build trust through presenting ideas clearly and listening effectively to others.					
<b><u>Interpersonal Skills</u></b> - Works well with people from all disciplines and is sensitive to diverse needs with the proven ability to integrate teams. Has an ability to motivate and work positively with community volunteers and organizations.					
<b><u>A Professional</u></b> - Acts as an integral part of an administrative team and displays a "first amongst equals" style with high ethical standards and an honest, open and consistent approach to working with staff and citizens.					
<b><u>Financial Management</u></b> - A proven ability to work in a fiscal environment of growth and leads with a strong sense of service; and timely and efficient in all budgeting, financing and information reporting.					
<b><u>Volunteer Service</u></b> - Presents a strong commitment to comprehensive community services, a demonstrated belief in volunteerism and a willingness to be visible in the community.					
<b><u>Self-Confidence</u></b> - Possesses confidence in own skills and abilities; is able to make difficult decisions and stand by them; and demonstrate a positive attitude.					
<b><u>Organizing Skills</u></b> - Simplifies often complex and lengthy matters and runs an administration that is service oriented.					
<b><u>Politically Astute</u></b> - Knows and understands legislative and regulatory processes and has an intuitive ability to read the political implications of recommendations and actions.					
<b><u>Customer Service</u></b> - Confidence in ensuring customer needs are identified and addressed; ensures consultation with all citizens in the development of quality service.					
<b><u>Human Resource Management</u></b> - Requires excellent human resource knowledge and interpersonal skills to work positively with management and staff; sensitive and caring with the ability to bring diverse individuals and program initiatives together using strong negotiation and conflict resolution skills.					

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(1) =  
Unsatisfactory

**Comments**

Leadership Skills –

Management Skills –

Strategic and Business Planning –

Communication Skills –

Interpersonal Skills –

A Professional –

Financial Management –

Volunteer Service –

Self-Confidence –

Organizing Skills –

Politically Astute –

Customer Service –

Human Resource Management –



	(5) = Exceptional	(4) = Exceeds Requirements	(3) = Meets Requirements	(2) = Marginal	(1) = Unsatisfactory
<b>Demonstrates Required Job Skills And Knowledge</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Has The Ability To Learn And Use New Skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Uses Resources Available In An Effective Manner</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Responds Effectively To Assigned Responsibilities</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Meets Attendance Requirements</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Listens To Direction From Council</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Takes Responsibility For Actions</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Honors Commitments</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Demonstrates Problem Solving Skills</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Offers Constructive Suggestions For Improvement</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Generates Creative Ideas And Solutions</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Meets Challenges Head On</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Demonstrates Innovative Thinking</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Additional Comments:**

**Strengths and Weakness Review**

<b>Strengths</b>	<b>Weakness</b>
➤	➤
➤	➤
➤	➤