

STAFF

Chapter 115 CORPORATE MANAGEMENT TEAM

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Article 1
SHORT TITLE

115.1.1 Citation

This Chapter shall be cited as the “Corporate Management Team By-law.”
By-law 2002-33, 11 February, 2002.

Article 2
CORPORATE MANAGEMENT TEAM

115.2.1 Administrative functions - strategic planning

The administrative functions and strategic planning of The Corporation of the City of Kitchener (the City) shall be directed by the Corporate Management Team and the Corporate Management Team shall focus its attention on, and be responsible for, the following key Corporate areas:

- (a) financial direction and strategy;
- (b) administrative policy direction;
- (c) organizational leadership and development;
- (d) communications/information dissemination throughout the organization;
- (e) issue management strategies; and
- (f) strategic management of Council agendas. By-law 2004-177, 30 August, 2004.

115.2.2 Service provisions - operations - management

The Corporate Management Team shall collectively and strategically manage service provisions and operations of the City.

115.2.3 Information - advice - to Mayor - Council

The Corporate Management Team shall be responsible for providing accurate, thorough and complete information and advice to the Mayor and members of Council on all municipal issues.

115.2.4 Corporate issues - image maintenance

The Corporate Management Team shall be responsible for effectively dealing with issues having corporate impact or affecting the City's corporate image.

115.2.5 Strategic directions - policies - priorities

The Corporate Management Team shall be responsible for providing information, support and guidance to the Mayor and members of Council through the development and evaluation of strategic directions, policies and priorities.

115.2.6 Corporate culture - service issues - development

The Corporate Management Team shall be responsible for developing and ensuring implementation of general and specific strategic directions to advance the corporate culture and service first philosophy.

115.2.7 Cross-departmental projects - issues

The Corporate Management Team shall be responsible for ensuring integration of cross-departmental projects and issues.

115.2.8 Policies - priorities of Council - implementation

The Corporate Management Team shall be responsible for overseeing the effective implementation of the policies and priorities of Council.

115.2.9 Staff - Council - relations - corporate issues

The Corporate Management Team shall be responsible for providing a vehicle for communication of corporate issues between senior management and staff by promoting and maintaining informed staff and Council relations.

115.2.10 Management - operations - teamwork

The Corporate Management Team shall be responsible for fostering a team approach to the management and operations of the City. By-law 2002-33, 11 February, 2002.

115.2.11 Team - composition - meetings - regular

Except as provided for in Section 115.2.13, the Corporate Management Team shall meet on a regular basis, in order to meet the responsibilities set out in this Article and to ensure a sound and corporate-wide team, and shall consist of the following members:

- (a) Chief Administrative Officer;
- (b) Repealed: By-law 2003-127, 2 July, 2003;

- (c) General Manager of Strategic Services Department or designate;
- (d) General Manager of Financial Services Department or designate;
- (e) General Manager of Development & Technical Services Department or designate;
- (f) General Manager of Corporate Services Department or designate;
- (g) General Manager of Community Services Department or designate;
- (h) City Solicitor or designate;
- (i) Director of Human Resources or designate;
- (j) Repealed: By-law 2004-177, 30 August, 2004.
- (k) Director of Communications or designate.

115.2.12 Team - other staff

Other staff may be included as members of the Corporate Management Team as agreed to by the Corporate Management Team from time to time or as deemed necessary by the Chief Administrative Officer.

115.2.13 Meetings - confidential matters - team composition

On matters deemed by the Chief Administrative Officer to be confidential or sensitive, the Corporate Management Team shall meet from time to time and shall consist of the following members:

- (a) Chief Administrative Officer;
- (b) Repealed: By-law 2003-127, 2 July, 2003;
- (c) General Manager of Strategic Services Department;
- (d) General Manager of Financial Services Department;
- (e) General Manager of Development & Technical Services Department;
- (f) General Manager of Corporate Services Department; and
- (g) General Manager of Community Services Department.

115.2.14 Chair - CAO - or General Manager - by appointment

The Chief Administrative Officer shall either chair, or appoint one of the General Managers to chair the Corporate Management Team. By-law 2002-33, 11 February, 2002; By-law 2003-127, 2 July, 2003.

115.2.15 Agenda - meetings - circulation

Except for meetings under Section 115.2.13, agendas and minutes of the Corporate Management Team, as approved by the Chief Administrative Officer, shall be circulated to all members of Council and the Corporate Management Team on a timely basis. By-law 2002-33, 11 February, 2002.

Article 3
CHIEF ADMINISTRATIVE OFFICER
GENERAL PROVISIONS

115.3.1 Chief Administrative Officer - appointment

The appointment of Carla Ladd to hold the statutory office of Chief Administrative Officer of the City is hereby confirmed. By-law 2004-177, 30 August, 2004.

115.3.2 Repealed: By-law 2003-127, 2 July, 2003

115.3.3 Member of Council - as CAO - restriction

No person who has served as a member of Council shall be eligible to be appointed as Chief Administrative Officer until two years have elapsed following the date last served.

115.3.4 CAO - encroach on Council - prohibited

The Chief Administrative Officer is not empowered to perform, do or direct any matter that would to any extent whatsoever encroach upon the legislative powers of Council.

115.3.5 Salary - benefits - conditions of service

The salary, benefits and conditions of service of the Chief Administrative Officer shall be as set by Council and as agreed with the individual holding that position.

115.3.6 Absence - incapacity - other designated

During the illness, absence, unavailability or incapacity of the Chief Administrative Officer, the Chief Administrative Officer or Council shall appoint an Acting Chief Administrative Officer.

115.3.7 Delegation of authority

Council authorizes the Chief Administrative Officer to delegate such responsibilities duties and authority as is assigned in this Chapter to his/her office to any of the General Managers for the purpose of establishing an efficient and effective administrative structure. By-law 2002-33, 11 February, 2002; By-law 2003-127, 2 July, 2003.

115.3.8 Statutory duties

Nothing in this Chapter shall limit or modify the duties of statutory officers of the City.

Article 4
CHIEF ADMINISTRATIVE OFFICER
RESPONSIBILITIES AND DUTIES

115.4.1 Responsible to Council

The Chief Administrative Officer shall be responsible and accountable to Council for the general control and management of the administration and the affairs of the City and, without limiting the generality of the foregoing, shall be responsible for the duties set out in Sections 115.4.2 through 115.4.9 inclusive.

115.4.2 Corporate Management Team - responsibility

The Chief Administrative Officer shall be responsible for ensuring that the responsibilities of the Corporate Management Team are carried out in an efficient manner by creating and strengthening an atmosphere of initiative, innovation, inclusion, open discussion and debate.

115.4.3 Civic administration - development - maintenance

The Chief Administrative Officer shall be responsible for developing and maintaining a civic administration capable of effectively and efficiently implementing the policies including goals and objectives of a Corporate Strategic Plan approved by Council.

115.4.4 Partnerships - public - private

The Chief Administrative Officer shall be responsible for creating and fostering an atmosphere conducive to the creation of partnerships with other public institutions and private corporations.

115.4.5 Policy formulation - research

The Chief Administrative Officer shall be responsible for carrying out research and presenting to Council alternatives in any area requiring policy formulation or reconsideration.

115.4.6 Administration - operational functions - day-to-day

The Chief Administrative Officer shall be responsible for managing the day-to-day administrative and operational functions of the Corporation.

115.4.7 City employees - direction - control

The Chief Administrative Officer shall be responsible for having full control and direction of all City employees. By-law 2002-33, 11 February, 2002.

115.4.8 Performance reviews - Deputy - general managers

The Chief Administrative Officer shall be responsible for supervising, managing and reviewing the performance of the general managers. By-law 2002-33, 11 February, 2002; By-law 2003-127, 2 July, 2003.

115.4.9 Other responsibilities - prescribed by Council

The Chief Administrative Officer shall be responsible for assuming other similar responsibilities as Council may prescribe.

115.4.10 Corporate strategic plan - coordination

The Chief Administrative Officer shall coordinate the implementation of the Corporate Strategic Plan as approved by Council with respect to corporate structure and management style, to create cost and organizational efficiencies and make any recommendations arising therefrom to Council.

115.4.11 Budgets - operating - capital - review - control

The Chief Administrative Officer shall direct the preparation and administrative review of the annual operating and capital budgets for presentation to Council and for control of approved budgetary expenses on an ongoing basis.

115.4.12 Statutory duties - coordination - all officers

The Chief Administrative Officer shall coordinate the statutory officers of the City in the administration of the City in accordance with the policies and plans approved and established by Council and ensuring that appointed officials with statutory duties carry out those duties properly.

115.4.13 Corporate operations - report - annual

The Chief Administrative Officer shall prepare and submit an annual corporate report to Council in the following year on the City's operations.

115.4.14 Corporate budget - monitor - review

The Chief Administrative Officer shall monitor and review the corporate budget process.

115.4.15 Agenda - Committee of the Whole - approval

The Chief Administrative Officer shall approve the proposed agenda for the Committee of the Whole meetings of Council.

115.4.16 Strategic planning - cross departmental projects

The Chief Administrative Officer shall share in the corporate oversight of strategic planning and implementation of cross-departmental projects and issues.

115.4.17 Corporate projects - initiatives - responsibility

The Chief Administrative Officer shall assume care and responsibility of corporate wide initiatives and projects as assigned from time to time.

115.4.18 Meetings - attendance - participation

The Chief Administrative Officer shall unless otherwise excused, attend all meetings of Council and committees of Council and be recognized to speak on any subject under discussion.

115.4.19 Collective bargaining - contracts - negotiation

The Chief Administrative Officer shall provide direction to and monitor the collective bargaining process; direct and/or negotiate contracts, agreements and any other transactions or negotiations required for the effective operation of the City and provide recommendations to Council for approval.

**Article 5
FINANCIAL CONTROL****115.5.1 Staff - regrading - promotions**

The Chief Administrative Officer shall exercise general financial and personnel control over all departments in terms of approval of all staff regrading and promotions subject to the availability of funds and approved complement and subject to the procedures contained in any collective agreements.

115.5.2 Appointments - dismissals - terms of employment

The Chief Administrative Officer shall approve the appointment, suspension, discipline, dismissal, rewards or terms of employment of all management staff from Job Grade M2 upward.

115.5.3 Dismissals - approval - below Job Grade M2

The Chief Administrative Officer shall approve the dismissal of all employees below the Job Grade M2, subject to the procedures contained in any applicable collective agreements.

115.5.4 Non-budgetary items under \$50,000 - approval

The Chief Administrative Officer shall approve non-budgetary items under \$50,000.

115.5.5 Tenders - approval - reports

The Chief Administrative Officer shall approve tenders each year during the months of June, July and August, provided that the total costs are within the approved budgets contained in the relevant departmental budgets and that a report regarding these tenders is brought to Council at its next regular meeting.

115.5.6 Tenders - approval - emergency

The Chief Administrative Officer shall approve tenders in the case of emergency and where it is impractical to wait for the next Council meeting, provided that a report regarding these tenders is brought to Council at its next meeting.

115.5.7 Employee training - development - CAO to initiate

The Chief Administrative Officer shall initiate such action as deemed required to train and develop City employees to maximize their contribution to the City and individual career potential. By-law 2002-33, 11 February, 2002.

Article 6 GENERAL MANAGERS

115.6.1 Management of department - other duties - set out

General Managers shall be responsible for the management of their respective departments in the City and, without limiting the generality of the foregoing shall be responsible for the duties set out in Section 115.6.2 through Section 115.6.5 inclusive.

115.6.2 Corporate Management Team - responsibility

The General Managers shall ensure the responsibilities of the Corporate Management Team are carried out in an efficient manner.

115.6.3 Assistance to Council - Corporate Management Team

The General Managers shall assist Council, other members of the Corporate Management Team and the Chief Administrative Officer in decision making and planning by providing managerial experience and department insights and perspectives.

115.6.4 Corporate initiatives - responsibility

The General Managers shall assume carriage and responsibility of corporate wide initiatives and projects as assigned from time to time.

115.6.5 Corporate oversight - cross departmental projects

The General Managers shall share in the corporate oversight of the strategic planning and implementation of cross-departmental projects and issues.

Article 7 DIRECTORS

115.7.1 Meetings - monthly - composition

The Senior Leadership Team shall meet on a monthly basis, or as required, in its role to advance the leadership culture forward through key corporate initiatives, and shall consist of the following members:

- (a) Chief Administrative Officer;
- (b) all General Managers; and
- (c) all Directors.

115.7.2 Information - support - Corporate Management Team

The Senior Leadership Team shall be responsible for providing information, support and guidance to the Corporate Management Team and will provide all members an opportunity to share their ideas on important and interesting corporate or departmental projects.

115.7.3 Director as Chair - term - rotation - role

The Senior Leadership Team shall be chaired by a Director, to rotate among the Directors, appointed by the Team on a six month basis. The incoming Chair shall serve as Assistant Chair and assume the role of Acting Chair, in the absence of the Chair.

115.7.4 Chair - to formulate agenda

The Chair shall formulate the agenda for each meeting of the Senior Leadership Team in consultation with other members and the Chief Administrative Officer.

115.7.5 Responsibilities - set out

Directors shall be responsible for the management of their respective divisions in the City and, without limiting the generality of the foregoing shall be responsible for the duties set out in Section 115.7.6 through Section 115.7.8 inclusive.

115.7.6 Corporate oversight - cross-departmental projects

The Directors shall share in the corporate oversight of the strategic planning and implementation of cross-departmental projects and issues.

115.7.7 Corporate-wide initiatives - responsibility

The Directors shall assume carriage and responsibility of corporate wide initiatives and projects as assigned from time to time.

115.7.8 Assist Council - Corporate Management Team - CAO

The Directors shall assist Council, the Corporate Management Team and the Chief Administrative Officer in decision making and planning by providing managerial experience and divisional insights and perspectives. By-law 2004-177, 30 August, 2004.

Article 8

REPEAL - ENACTMENT

115.8.1 By-law - previous

By-law 97-115 and Chapter 111 are hereby repealed.

115.8.2 Effective date

This Chapter comes into force on February 11, 2002. By-law 2002-33, 11 February, 2002.