

STAFF

Chapter 115 CORPORATE LEADERSHIP TEAM

Article 1 SHORT TITLE

115.1.1 Citation

Article 2 CORPORATE LEADERSHIP TEAM

115.2.1 Strategic governance
115.2.2 Operational governance
115.2.3 Corporate issues - image maintenance
115.2.4 Strategic directions - policies - priorities
115.2.5 Corporate culture - service issues - development
115.2.6 Management - operations - teamwork
115.2.7 Team - composition - meetings - regular
115.2.7.1 Meetings - attendance - regular
115.2.8 Team - other staff
115.2.9 Meetings - confidential matters - team composition
115.2.10 Chair - CAO or Deputy CAO - by appointment
115.2.11 Agenda - meetings - circulation

Article 3 CHIEF ADMINISTRATIVE OFFICER GENERAL PROVISIONS

115.3.1 Chief Administrative Officer - appointment
115.3.2 Member of Council - as CAO - restriction
115.3.3 CAO - encroach on Council - prohibited

CORPORATE LEADERSHIP TEAM

- 115.3.4 Salary - benefits - conditions of service
- 115.3.5 Absence - incapacity - other designated
- 115.3.6 Delegation of authority
- 115.3.7 Statutory duties

Article 4

CHIEF ADMINISTRATIVE OFFICER RESPONSIBILITIES AND DUTIES

- 115.4.1 Responsible to Council
- 115.4.2 Corporate Leadership Team - responsibility
- 115.4.3 Partnerships - public - private
- 115.4.4 Administration - operational functions - day-to-day
- 115.4.5 City employees - direction - control
- 115.4.6 Performance reviews - Deputy CAOs
- 115.4.7 Other responsibilities - prescribed by Council
- 115.4.8 Budgets - operating - capital - review - control
- 115.4.9 Statutory duties - coordination - all officers
- 115.4.10 Corporate operations - report - annual
- 115.4.11 Meetings - attendance - participation
- 115.4.12 Collective bargaining - contracts - negotiation

Article 5

FINANCIAL CONTROL

- 115.5.1 Staff - regrading - promotions
- 115.5.2 Appointments - dismissals - terms of employment
- 115.5.3 Dismissals - approval - below Job Grade 11
- 115.5.4 Non-budgetary items under \$50,000 - approval
- 115.5.5 Tenders - approval - reports
- 115.5.6 Tenders - approval - emergency

115.1.1 CORPORATE LEADERSHIP TEAM 115.1.1

**Article 6
DEPUTY CHIEF ADMINISTRATIVE OFFICERS**

- 115.6.1 Management of department - other duties - set out
- 115.6.2 Corporate Leadership Team - responsibility
- 115.6.3 Assistance to Council - Corporate Leadership Team
- 115.6.4 Corporate initiatives - responsibility

**Article 7
DIRECTORS**

- 115.7.1 Meetings - quarterly - composition
- 115.7.2 Information - support - Corporate Management Team
- 115.7.3 Director as Chair - term - rotation - role
- 115.7.4 Chair - to formulate agenda
- 115.7.5 Responsibilities - set out
- 115.7.6 Corporate oversight - cross-departmental projects
- 115.7.7 Corporate-wide initiatives - responsibility
- 115.7.8 Assist Council - Corporate Leadership Team - CAO

**Article 8
REPEAL - ENACTMENT**

- 115.8.1 By-law - previous
- 115.8.2 Effective date

**Article 1
SHORT TITLE**

115.1.1 Citation

This Chapter shall be cited as the “Corporate Leadership Team By-law.”

Article 2
CORPORATE LEADERSHIP TEAM

115.2.1 Strategic governance

The strategic management of The Corporation of the City of Kitchener (the City) shall be under the direction of the Corporate Leadership Team and the Corporate Leadership Team shall focus its attention on, and be responsible for, the following key corporate areas:

- (a) oversight of the strategic agenda for the City including development and/or implementation of the City of Kitchener Strategic plan, strategic directions and business plans supporting the strategic plan, as well as performance against these plans, and internal reporting and conformance with these plans;
- (b) development of the organization structure (formal and informal organization, committees, and projects), processes and the role accountabilities required to deliver plans and goals in an effective and efficient way;
- (c) identification and development of leadership/management capabilities and capacities to support the strategic plan and core organizational functions;
- (d) effective governance over resource allocation through business planning and management practices/disciplines, including decision making models;
- (e) legislative compliance;
- (f) financial direction and strategy;
- (g) oversight and management of major issues based on a risk management approach;
- (h) development of strategy to advance the corporate culture;
- (i) strategic management of Council's business agenda and providing strategic advice, and accurate, thorough and complete information and advice to the Mayor and members of Council on all municipal issues and trends affecting municipalities.

115.2.2 Operational governance

The Corporate Leadership Team shall be responsible for:

- (a) the establishment of implementation, review and control processes for strategic decisions;

115.2.3 CORPORATE LEADERSHIP TEAM 115.2.7

- (b) collectively and strategically managing service provisions and operations of the City;
- (c) ensuring integration of cross-departmental projects and issues;
- (d) overseeing the effective implementation of the policies and priorities of Council and Council business agenda;
- (e) providing a vehicle for communication of corporate issues between senior management and staff by promoting and maintaining informed staff and Council relations.

115.2.3 Corporate issues - image maintenance

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

115.2.4 Strategic directions - policies - priorities

The Corporate Leadership 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.

115.2.5 Corporate culture - service issues - development

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

115.2.6 Management - operations - teamwork

The Corporate Leadership Team shall be responsible for fostering a team approach to the management and operations of the City.

115.2.7 Team - composition - meetings - regular

Except as provided for in Section 115.2.9, the Corporate Leadership Team shall meet on a regular basis, in order to provide strong organizational governance, and shall consist of the following members:

- (a) Chief Administrative Officer;
- (b) Deputy Chief Administrative Officer, Finance and Corporate Services Department or designate;
- (c) Deputy Chief Administrative Officer, Community Services Department or designate;
- (d) Deputy Chief Administrative Officer, Infrastructure Services Department or designate.

115.2.7.1 Meetings - attendance - regular

In order to support the work of the Corporate Leadership Team, the following positions will regularly attend Corporate Leadership Team meetings unless otherwise advised, in an advisory capacity:

- (a) Director of Communications and Customer Service
- (b) Director of Strategic Planning and Innovation
- (c) Director of Financial Planning
- (d) Chief Information Officer/Director of Information Technology.

115.2.8 Team - other staff

Other staff may be requested to attend the Corporate Leadership Team meetings from time to time or as deemed necessary by the Corporate Leadership Team.

115.2.9 Meetings - confidential matters - team composition

On matters deemed by the Chief Administrative Officer to be confidential or sensitive, the Corporate Leadership Team shall meet for a portion of each regular meeting and shall consist of the following members:

- (a) Chief Administrative Officer;
- (b) Deputy Chief Administrative Officer, Finance and Corporate Services Department;
- (c) Deputy Chief Administrative Officer, Community Services Department;
- (d) Deputy Chief Administrative Officer, Infrastructure Services Department.

115.2.10 Chair - CAO or Deputy CAO - by appointment

The Chief Administrative Officer shall either chair, or appoint one of the Deputy Chief Administrative Officers to chair the Corporate Leadership Team.

115.2.11 Agenda - meetings - circulation

Except for the portion of the Corporate Leadership Team meeting under Section 115.2.9, agendas and minutes of the Corporate Leadership Team meetings, shall be approved by the Chair, and a monthly summary of the Corporate Leadership Team meetings shall be prepared and circulated to all members of Council and shall be made available to the organization on a timely basis.

**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.

115.3.2 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.

115.3.3 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.

115.3.4 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.

115.3.5 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.

115.3.6 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 Deputy Chief Administrative Officers for the purpose of establishing an efficient and effective administrative structure.

115.3.7 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 general organizational governance 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 115.4.12, inclusive.

115.4.2 Corporate Leadership Team - responsibility

The Chief Administrative Officer shall be responsible for ensuring that the responsibilities of the Corporate Leadership 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 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.

115.4.4 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.

115.4.5 City employees - direction - control

The Chief Administrative Officer shall be responsible for having full control and direction of all City employees.

115.4.6 Performance reviews - Deputy CAOs

The Chief Administrative Officer shall be responsible for supervising, managing and reviewing the performance of the Deputy Chief Administrative Officers.

115.4.7 Other responsibilities - prescribed by Council

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

115.4.8 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.

115.4.9 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.

115.4.10 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.

115.4.11 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.

115.4.12 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 provide oversight of Human Resources processes to ensure fair and transparent processes for hiring and promotions.

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 11 upward.

115.5.3 Dismissals - approval - below Job Grade 11

The Chief Administrative Officer shall approve the dismissal of all employees below the Job Grade 11, 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.

Article 6**DEPUTY CHIEF ADMINISTRATIVE OFFICERS****115.6.1 Management of department - other duties - set out**

Deputy Chief Administrative Officers shall be responsible for the management and representation 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 115.6.4, inclusive.

115.6.2 Corporate Leadership Team - responsibility

The Deputy Chief Administrative Officers shall ensure the responsibilities and direction of the Corporate Leadership Team are carried out in an efficient manner.

115.6.3 Assistance to Council - Corporate Leadership Team

The Deputy Chief Administrative Officers shall assist Council, other members of the Corporate Leadership Team and the Chief Administrative Officer in the oversight of the corporate strategic direction, decision making and planning.

115.6.4 Corporate initiatives - responsibility

The Deputy Chief Administrative Officers shall assume carriage and responsibility of corporate wide initiatives and projects as assigned from time to time.

Article 7**DIRECTORS****115.7.1 Meetings - quarterly - composition**

The Corporate Management Team shall meet on a quarterly basis, or as required, in its role to advance the corporate strategic directions and leadership through key corporate initiatives, and shall consist of the following members:

- (a) Chief Administrative Officer;
- (b) all Deputy Chief Administrative Officers; and
- (c) all Directors.

115.7.2 Information - support - Corporate Management Team

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

115.7.3 Director as Chair - term - rotation - role

The Corporate Management Team shall be chaired by a Director, to rotate among the Directors, for each quarterly meeting.

115.7.4 Chair - to formulate agenda

The Chair shall formulate the agenda for each meeting of the Corporate Management Team in consultation with the Corporate Leadership Team.

115.7.5 Responsibilities - set out

Directors shall be responsible for the management and representation of their respective divisions in the City and ensure strategic and operational alignment with the City strategic plan, 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 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 Leadership Team - CAO

The Directors shall assist Council, the Corporate Leadership Team and the Chief Administrative Officer in decision making and planning by providing managerial experience and divisional insights and perspectives.

Article 8

REPEAL - ENACTMENT

115.8.1 By-law - previous

By-law 2002-33, By-law 2003 - 127 and By-law 2004-177 and the content of Chapter 115 are hereby repealed.

115.8.2 Effective date

This Chapter comes into force upon being passed by Council. By-law 2010-205, 20 December, 2010.