

Municipal Affairs

Hiring a Chief Administrative Officer

Capacity Building, Municipal Services Branch
Hiring a Chief Administrative Officer
Alberta Municipal Affairs
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Table of Contents

| | |
|--|-----------|
| <i>Introduction.....</i> | <i>1</i> |
| <i>Responsibilities and Duties of a CAO</i> | <i>2</i> |
| <i>Role of Council.....</i> | <i>2</i> |
| <i>The Recruitment Process.....</i> | <i>2</i> |
| <i>Step 1 - Responsibilities and Requirements of a CAO</i> | <i>3</i> |
| <i>Step 2 - Determine Salary (inclusive of benefits)</i> | <i>4</i> |
| <i>Step 3 - Recruitment.....</i> | <i>4</i> |
| <i>Step 4 – Screen Applications</i> | <i>5</i> |
| <i>Step 5 – Conduct Interviews and Select a Candidate.....</i> | <i>5</i> |
| <i>Step 6 - Check References and Make an Offer.....</i> | <i>6</i> |
| <i>Summary.....</i> | <i>9</i> |
| | |
| <i>Samples.....</i> | <i>11</i> |
| <i>Chief Administrative Officer Bylaw</i> | <i>13</i> |
| <i>Advertisements</i> | <i>17</i> |

Introduction

All municipalities, at some point, will have to hire a new Chief Administrative Officer (CAO). Hiring a CAO will be a result of a vacancy that may be caused by a retirement, resignation, death, relocation or termination.

The *Municipal Government Act (MGA)* serves as the legislative base for much of what municipalities do in Alberta. Under the *MGA* a municipality must appoint one or more persons to the position of chief administrative officer to head the municipal administration. A CAO position(s) must be established (Section 205) by bylaw and someone must be appointed to the position(s) by resolution or motion of council. These specific *MGA* sections are:

- Chief Administrative Officer; (see Section 205)
- Appointment, Suspension and Revocation; (see Section 206)
- Designated Officers; (see Section 210)

As the CAO position is the administrative head of the municipality, council should approach this dynamic positively. Qualified individuals with the necessary skills should be recruited.

This is an opportune time for council to evaluate the municipality's strengths and understand the challenges. Council should ask themselves questions like: Where does council want the municipality to be in five or ten years, and what is council's vision? How can the municipality be positioned for the future? What type of skills would a new CAO need to move the municipality forward?

The Self-Assessment Questionnaire and/or the Capacity Building Toolkit; developed as part of the Municipal Sustainability Strategy, is an excellent start to this evaluation. The Self-Assessment Questionnaire is a comprehensive list of questions under eight broad subject areas that will help a municipality identify the community's assets as well as areas for potential improvement. These questions should be considered objectively and critically.

The Capacity Building Toolkit provides an inventory of capacity building tools currently offered by Municipal Affairs, Alberta's municipal associations and other municipally related entities. These tools have been matched to each group of indicators in the Self-Assessment Questionnaire, enabling municipalities to identify those resources which are available to help them improve performance in particular areas of concern.

The results obtained from this toolkit may lead council to explore options like changing the way services are delivered or maybe sharing a CAO with another municipality to help your municipality to achieve Council's long term goals and visions.

Responsibilities and Duties of a CAO

Sections 207 and 208 of the *MGA* detail the responsibilities and duties of a CAO. The principal function of a CAO is to act as the administrative lead of the municipality and to ensure all resolutions and bylaws of council are carried out efficiently and effectively.

The CAO serves as the link between council, which sets policy, and administration, which implements policy. The CAO is expected to understand the direction of council and ensure that programs and services are delivered following council's mandate.

The responsibilities of a CAO require a high level of professional expertise, education, specific training and relevant work experience. Council should expect to receive in-depth analyses, options and preferred alternatives from this individual.

Role of Council

The hiring of a CAO is a key responsibility of council. Council needs to be comfortable with the type of duties and level of authority associated with the job. Experienced and professional managers expect to be granted a certain degree of responsibility and autonomy and thus be able to act on behalf of council within approved policy.

When a vacancy occurs, it is considered a best practice to fill the position on a temporary basis until a suitable permanent replacement is found to ensure that the responsibilities of a CAO continue to be properly fulfilled. The acting or interim CAO must be capable of doing a reasonable job and provide management continuity. A council may choose to fill this interim position by rotating several senior managers on a pre-arranged schedule, by appointing a current municipal employee, or by hiring a person from outside the organization for short term cover off. Utilizing internal personnel allows council to see potential internal candidates in action.

It is essential that council and administration continue to work together during this transitional period.

The Recruitment Process

Council's decision to hire a new CAO means development and implementation of a recruitment process to ensure that the best person possible for the municipality is hired. This individual will have the qualifications council is looking for, but more importantly, will possess the necessary skills to take the municipality in the direction council has chosen for the future.

Remember, a strong and successful municipality relies on the CAO. A well-developed recruitment process ensures that council hires a person who possesses the core skills the municipality needs now and into the future.

While a municipality will want to develop a recruitment process that is tailored for the particular circumstances, each of these steps should be undertaken:

Step 1 - Determine the Responsibilities and Requirements of a CAO

Step 2 - Determine the Salary (inclusive of benefits)

Step 3 - Recruit to the Position

Step 4 - Screen Applications

Step 5 - Conduct Interviews and Select a Candidate

Step 6 - Check References and Make an Offer

Step 1 – Determine the Responsibilities and Requirements of a CAO

Council should develop or update the position description to clearly define the duties and responsibilities within the *MGA* and as assigned by Council, with measurable results for each. A position description is necessary so that potential candidates fully understand the expected responsibilities and degree of authority. The position description should be completely reviewed and approved by council. Council needs to recognize it is critical that they determine both the key responsibilities and the level of authority, including the requirements of Sections 207 and 208 of the *MGA*.

The *MGA* does not prescribe the qualifications for a CAO. However, more municipalities are recognizing the value in bringing in candidates with solid experience as well as academic qualifications.

Chief administrative officers must be able to:

- ensure all programs are developed according to Alberta legislation, industry standards, and best practices.
- provide strong leadership and direction
- work in a team environment as well as work independently
- communicate their ideas effectively in person and in writing
- deal effectively with high pressure and challenging situations.

They should have experience in, and be comfortable and competent with, managing information and making decisions, negotiating with people, finding innovative solutions to problems, and administering and monitoring budgets. Although more subjective in nature, the successful candidate should also have the ability to adapt their management style to the needs of council and to understand the culture of the organization and community.

Chief administrative officers may come from various academic backgrounds such as:

- public administration
- business administration
- engineering

- accounting
- land use planning and development, or
- recreation administration.

The successful candidate may be expected to have completed a number of specialized training courses which are municipally related such as Local Authority Administration Level I and Level II offered at the University of Alberta, or equivalent, and have some acceptable senior management experience.

For more information on the Chief Administrative Officer Profile, please visit <http://occinfo.alis.alberta.ca/occinfopreview/info/browse-occupations.html> and search for the occupation.

Step 2 - Determine Salary (inclusive of benefits)

CAO salaries vary greatly depending on the size and operations of the municipality and the education and experience of the CAO. Ensure that your municipality can afford to pay for the experience, knowledge and skills being recruited.

Step 3 - Recruit

A municipality can engage an employment recruitment consultant, enlist human resources, set up a council committee, or the council itself for the recruitment process. Whichever method is chosen, it should be remembered that a good deal of time is involved, particularly with regard to reviewing applications and moving forward to the final decision.

Council should ensure that candidates have a key point of contact to answer questions regarding the position, community and governance.

Advertising

The following issues should be taken into account when placing the advertisement:

1. Where to advertise: The decision on where to advertise can affect the quantity and quality of the candidates. Potential options include:
 - an advertisement in a local, regional or city/national newspaper
 - an advertisement in an industry trade journal
 - an advertisement with municipal associations such as the Alberta Urban Municipalities Association, the Alberta Association of Municipal Districts and Counties or the Federation of Canadian Municipalities
 - an advertisement with the administrator associations such as the Local Government Administration Association, the Alberta Rural Municipal Administrators Association, and the Society of Local Government Managers
 - an internal position posting
 - the municipality's website

2. How to word the advertisement to contain critical information about the position, the community, the necessary candidate qualifications and contact information for submission of applications.
3. Closing date

Newspaper advertising can be a very successful method of attracting good candidates. It is beneficial to place the advertisement in newspapers circulated in the larger centers, as well as local publications.

The municipal political and administrative associations mentioned above provide advertising options, in print and on-line, should a municipality wish to make use of them.

Step 4 – Screen Applications

Council should base the choice of candidate on the criteria set out in the position description and the advertisement, all of which were previously decided.

Once council has reviewed all applications to select potential candidates with the appropriate work experience and educational qualifications, council is still left with the basic question: "Who will best fit the community?"

All applications should be screened in a consistent and fair manner. Strengths and weaknesses of each short-listed candidate should be discussed in light of what council feels is needed by the community and the organization. An interview panel is set from within council, interview times set and candidates selected through the screening process are contacted and invited for a minimum of one interview.

Step 5 – Conduct Interviews and Select a Candidate

The use of open ended questions during the interview will help to clarify the strengths and weaknesses of candidates. The candidate's approach to tough questions and the process outlined by the candidates in how they would resolve the issues put before them, will give council a good indication of the candidate's sensitivity, maturity, judgment, character and personal suitability.

A series of potential interview questions follow:

- How do you view the role of CAO compared to that of council?
- How would you describe your management style? Utilize examples from your most recent experiences to illustrate this style.
- How would you describe your strengths and weaknesses?
- What one attribute would you be best known for in your experiences to date?
- What one area of weakness do you feel you should work on most urgently?
- How would you propose to learn more about the community should you be hired?
- What purpose(s) would management meetings serve?

- When hiring senior staff members, what attributes do you feel are most critical to the success of any candidate?
- What administrative tools or processes or management techniques do you feel are most critical to your success? Please describe these techniques.
- In what ways would you propose to become involved in the community?

Using questions like this should allow council to gain a relatively good feel for the management style and character of the candidate.

Technical questions are also important to determine a candidate's understanding of municipal finances, strategic planning and the role of a CAO in a council or committee meeting.

Selecting the Right Candidate

After all the interviews have concluded, the interview panel should ask themselves the following questions:

- Did the candidate understand all the questions? If not, did the candidate seek clarification?
- Did the candidate respond quickly and appropriately to the questions?
- Did the candidate come across as truthful and forthcoming?
- Did the candidate come across as sincere and trustworthy?
- Did the experience and academic qualifications of the candidate meet or exceed the requirements of the advertisement?
- Did the leadership style described by the candidate seem to fit the style exercised by Council?
- Did the candidate recognize his/her own role in relationship to that of Council and the Mayor/Reeve?
- Did the candidate demonstrate a relatively clear understanding of the management process or will the senior staff be spending much of their first year training the manager?
- What was your overall assessment for whether or not this candidate will "fit" into the organization and the community?

Step 6 - Check References and Make an Offer

Council should ensure that two or three employment references are contacted on behalf of either the short-listed candidates or the final candidate. The references should include people whom the candidate has worked for, or with, in his/her present position and most recent position(s). Academic reference checks should also be conducted on candidates. While candidates will naturally be reluctant to have their current employer contacted too early in the selection process, it is justifiable to request such a reference once a final decision has been made. In other words, the offer to the candidate can be made subject to an appropriate

reference from the current employer.

Discussions with previous employers and written references provided by the candidates will aid council in determining the fit of that person within the community and organization. The *Freedom of Information and Protection of Privacy Act (FOIP)* provides a framework of provisions for checking reference information.

Section 17 of *FOIP* sets out what information can and cannot be released by a reference without consent of the candidate. Section 40(1)(x) allows reference information about a current or former employee to only be provided to another department or agency **within the same public body** without consent. Thus, if a candidate is currently or has previously worked within your municipality, their supervisor may be contacted for reference information regardless of the reference contacts provided by the candidate.

Personal information, such as attendance, performance, or salary history cannot be provided to any outside party without the specific consent of the candidate (Section 40(1)(d)). Therefore, candidates must provide you with consent enabling anyone outside the municipality to provide a reference containing such information to a potential employer.

Sometimes candidates will ask for “generic” references from supervisors, human resource staff or teaching staff. The fact that they have asked does not meet the consent requirements of the *FOIP* Regulation (section 7). The candidate can either provide the consent to their supervisor and other references, or he or she can provide the consent to the potential employer. In the latter situation, the supervisor providing the reference should ask for confirmation that consent was given. Consent **must be received in writing** unless the public body has established “rules” to accept consent electronically or orally in accordance with Section 7 of the *FOIP* Regulation.

Whether consent is given in writing, in electronic form, or orally, there are certain requirements that are common to all three forms of consent:

- there must be a record of the consent over which the public body has control,
- the identity of the person giving consent must be authenticated, and
- there must be a reliable link between the person giving the consent and the consent itself.

Once proper consent has been given by the candidate, the person providing the reference **may only disclose the information which the employee has specifically consented to have disclosed**. Section 40(4) states that a public body may disclose personal information only to the extent necessary to enable it to carry out the purposes described in section 40(1).

For further information on the *Freedom of Information and Protection of Privacy Act* and reference checks see <http://www.servicealberta.gov.ab.ca/foip/>.

How to Make an Offer

Once the recruitment and reference checks have been completed and council has made a decision, making an employment offer is the next step. The offer needs to be properly thought out in advance and clearly communicated. It is recommended that the municipality's legal counsel prepare or review the offer of employment, or employment contract to ensure proper conditions and employment clauses are included prior to the offer being made to the selected candidate.

An offer should be presented to the selected candidate in two steps: initially by telephone, and later in writing. Once the terms and conditions have been agreed to by council, the initial offer by telephone should be made by the designated person on behalf of council. This telephone offer should be made as quickly as possible after the candidate has been selected by council in order to ensure the candidate is still available. It may well be the preferred candidate has other offers.

In making a written offer, council should incorporate the following elements:

- Start date
- Salary (for what time period and date of review)
- Probationary period (e.g. six months to one year)
- Benefits
- Vacation
- Expense policy (work related)
- Moving expenses
- Any special terms or conditions of employment, such as professional development (council policy), etc.

While not all inclusive, these points provide council with some of the items which should be covered in a letter of offer.

The letter should be forwarded by the designated person on behalf of council, and the successful candidate should be asked to sign the letter in the space provided and return a copy to council for the personnel files.

When the candidate receives the written offer, he/she should be given adequate time to review the offer, if necessary seek advice, and then respond within forty-eight hours or another amount of time deemed reasonable by council. This should not be a lengthy process or council may have to proceed with their second choice.

If the candidate has any questions, they should be asked to contact the designated person. They may have a concern about the cost of relocation; or the probationary period; or the starting salary. Any further negotiations on these (or other) matters should proceed quickly.

Employment Contract

A CAO is normally hired subject to the terms and conditions of a mutually acceptable employment contract and then appointed by resolution of council. Such a contract sets out the terms and conditions of employment, similar to the written offer of employment stated above. Legal counsel should be used to prepare the contract. A contract with a CAO provides both parties with a clear understanding of the employment arrangement and the expectations of each.

A contract should anticipate problems or issues and serve to eliminate ambiguities. Both the candidate and council have input, therefore the final document should reflect a common understanding.

A CAO contract has been published by the Town of Canmore and the town has consented to the use of it as a sample. The contract includes several schedules, including a Chief Administrative Officer Bylaw, position description, Benefits a Glance, Code of Ethics, and performance review information.

The contract can be viewed at: <http://www.canmore.ca/Service-Areas/Executive-Office/>.

Summary

The hiring of a CAO should never be dealt with in a casual fashion but rather in a thoughtful, careful manner to ensure that the interests of the council, the community and the candidate are appropriately reflected.

Most municipalities have successful relationships with their CAO's. These relationships are based upon mutual trust, respect and confidence, and reflect a clear understanding of the roles of both parties.

Since the performance of the CAO often has a direct bearing on the public's view of the performance of council, it is essential that council make the most appropriate choice.

It is recommended that legal advice be obtained at appropriate stages throughout the process in order to reduce any future risks for the municipality.

No single approach is fool-proof. A step-by-step process, however, should reduce the potential for error and ambiguity.

Samples

These samples are provided for the information and the convenience of municipalities and are not meant to be all encompassing. The bylaw has no legislative sanction. For certainty, legal advice should be sought before final reading of a bylaw.

Information provided is solely for the user's information and is provided strictly as is.

Chief Administrative Officer Bylaw 13
Advertisement Samples 17

Bylaw No. _____

CHIEF ADMINISTRATIVE OFFICER BYLAW

A BYLAW OF THE MUNICIPALITY IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE POSITION OF CHIEF ADMINISTRATIVE OFFICER AND TO DEFINE THE DUTIES, POWERS AND FUNCTIONS OF THAT POSITION.

The *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, and amendments thereto, authorizes Council to pass bylaws for the purpose of establishing the position of Chief Administrative Officer;

And, the Council may in accordance with Section 203 of the *Municipal Government Act*, delegate any of its executive and administrative duties and powers and functions;

THEREFORE, the Council of the Municipality in the Province of Alberta duly assembled; hereby enacts as follows:

PART I: BYLAW TITLE

- 1.1. This bylaw shall be known as the “Chief Administrative Officer Bylaw”.

PART II: DEFINITIONS

- 2.1. *Act* means the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments.
- 2.2. *Chief Administrative Officer or CAO* means the person appointed to the position of Chief Administrative Officer by Council.
- 2.3. *Council* means the council of the municipality.

PART III: APPOINTMENT, TERMS AND CONDITIONS

- 3.1. Council hereby establishes the position of Chief Administrative Officer.
- 3.2. Council shall, by resolution, appoint an individual to the position of Chief Administrative Officer.
- 3.3. Council may, by resolution, appoint a Deputy CAO. The Deputy CAO shall act as the CAO if the CAO becomes ill or is otherwise prevented from fulfilling the roll of the CAO. The CAO may appoint an Acting CAO where such absences are for a period of less than one month.
- 3.4. Except for the purpose of an official inquiry, the Council shall deal with the administration and the control thereof solely through the CAO.

PART IV: RESPONSIBILITIES

- 4.1 The CAO’s responsibilities shall be in accordance the Section 207 of the *Act*.

PART V: ADMINISTRATIVE DUTIES

- 5.1 The CAO must ensure that all powers, duties and functions are performed in accordance with Section 208 of the *Act* and any other enactment.
- 5.2 In order to carry out the responsibilities of the position, the CAO has the authority to:
 - 5.2.1 hire, dismiss, promote, demote, reward or discipline any municipal employee;
 - 5.2.2 implement any internal reorganization of responsibilities and duties required for the effective and efficient operation of the municipality. If a major organizational change is effected, the CAO shall report such a change to Council;
 - 5.2.3 be present at any meeting of Council or committee of council;
 - 5.2.4 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 Council;
 - 5.2.5 negotiate contracts, agreements and transactions required for the effective operation of the municipality and to recommend the approval of such to Council;
 - 5.2.6 conclude contracts on behalf of the municipality to a financial limit established by policy or resolution;
 - 5.2.7 sign any order, agreement, cheque, negotiate instrument or document made or executed on behalf of the municipality;
 - 5.2.8 take such other actions as necessary to carry out the responsibilities and duties assigned by Council;in accordance with any bylaw or approved policy of Council.
- 5.3 In accordance with Section 209 of the *Act*, delegate any of the CAO's powers, duties or functions under the *Act*, or any other enactment or bylaw to a Designated Officer or an employee of the municipality.

PART VI: SEVERABILITY

- 6.1 If at any time any provision of this bylaw is declared or held to be illegal, invalid or ultra vires, in whole or in part, then that provision shall not apply and the remainder of the bylaw shall continue in full force and effect and shall be constructed as if it had been enacted without the illegal, invalid or ultra vires provision.

PART VII: REPEAL

7.1 Bylaw No. _____, the Chief Administrative Officer Bylaw, is repealed.

PART VIII: ENACTMENT

This Bylaw shall come into force and effect when it receives third reading and is duly signed.

READ a first time this _____ day of _____, 20__.

READ a second time this _____ day of _____, 20__.

READ a third time this _____ day of _____, 20__.

Signed this _____ day of _____, 20__.

Chief Elected Official

Chief Administrative Officer

Advertisements

Sample #1

_____, with a population of approximately _____, is the center of a thriving mixed farming and oil and gas region. As well as full hospital, health, and educational services, the community offers excellent recreational facilities with many nearby lakes and rivers and close proximity to a variety of year-round outdoor pursuits. The community is also within easy driving distance of _____.

The Chief Administrative Officer is responsible for the overall administration of the _____ and should have the following competencies:

- Proven ability to provide overall leadership for the planning, development, and management of a variety of municipal services and to provide well researched guidance to Council and all staff.
- Proven ability to create and lead a participative workplace with a cohesive management team that promotes and sustains a productive workplace with excellent customer service.
- The ability to see municipal services from a regional perspective and to develop and foster shared services and partnerships with other municipalities.
- The ability to develop a presence in the community and collaborate with other community partners, industry, and government in attracting and fostering economic development.
- Proven ability to liaise effectively with Council, other elected officials, residents, developers, community groups, and other levels of government, with effective communication, facilitation, and conflict resolution skills.
- Analytical ability in preparing reports and compiling information for Council, together with a good knowledge of and proficiency in all related information technology.
- The knowledge and ability to minimize unnecessary bureaucracy and ensure the most time and cost efficient administration of all municipal services.

The successful candidate will have progressively more responsible experience in relevant areas of municipal administration, together with post-secondary education in a related discipline. CLGM designation, or close to completion, is preferred.

Remuneration is negotiable and will be commensurate with your experience, knowledge and abilities. A comprehensive benefits package is also provided.

Applications are preferred by email. Please reply in confidence by _____.

Sample #2

Chief Administrative Officer

Municipality _____

Job Description

The chosen candidate must be a team player, working with Council to provide leadership, and possess exceptional communication abilities. Candidates with experience and education in budgeting, finance, and management with a sound understanding of municipal administration and governance will be given preference. As a small village, the CAO will be expected to be an integral member of the community and to work with not for profit organizations/volunteers on many projects.

Application deadline is 1:00 p.m. on closing date.

Closing Date _____

Sample #3

Position Deputy Chief Administrative Officer

Municipality _____

Job Description: The _____ is looking for a Deputy Chief Administrative Officer to provide sound administrative assistance and program support to the Chief Administrative Officer.

The successful applicant will be experienced in handling a wide range of administrative and executive support related tasks and will be extremely well organized, very detail oriented, flexible and able to deal with competing priorities and produce quality professional work. The individual will have highly developed communication and customer service skills necessary in dealing with the general public. They will possess tact and good judgment in handling confidential and sensitive information including information relating to personnel issues.

Qualifications:

- Extensive knowledge of accounting and payroll policies and procedures
- Strong computer, communication and organizational skills
- Knowledge of and work experience with Microsoft Office (Word, Excel and Publisher)
- Ability to organize and prioritize work, and meet strict deadlines while maintaining a high degree of accuracy
- Prior municipal knowledge and experience considered an asset
- Willingness to enroll and receive Local Authority Administration program
- Demonstrates oral and excellent written communication skills
- Also demonstrates tact and discretion in preparing, disclosing and handling information of a confidential and sensitive nature.
- Excellent customer service skills to respond to inquiries
- Possess strong interpersonal skills, negotiation, analytical and problem solving skills
- Minimum of five (5) years of administrative experience
- Post-secondary degree or diploma in a relevant field of study or work experience

We thank all applicants in advance for their interest in this position, however, only those selected for an interview will be contacted. This competition closes upon selection of a suitable candidate.

Please forward your resume to the undersigned. Closing Date:

Sample #4

Municipality of _____

Reporting to the Mayor and Council, the Chief Administrative Officer (CAO) is responsible for the overall administration of municipal operations and the day-to-day tasks of the _____, as directed by Mayor and Council. He/she is responsible for directing, controlling and coordinating the activities of the _____ departments which includes full-time and part time staff.

The ideal candidate will possess post-secondary education in Business Management, Public Administration, or a combination of relevant training and senior leadership experience achieved over a six to ten year period to be considered for this position.

Your proven abilities to develop positive relationships in a diverse environment will be complimented through municipal government experience.

- A demonstrated track record of leadership and senior management experience within a dynamic multi-dimensional service organization.
- Perform all functions, duties and requirements of a Chief Administrative Officer as specified in the *Municipal Government Act*
- An ability to work effectively with elected officials, community volunteers, boards and committees and public participation processes. Strong skills in motivating others and creating a shared purpose with a "positive" customer driven attitude.
- A progressive approach with proven experience in strategic planning, organizational development and achieving results in building team relations.
- Able to practice an open and transparent form of communication (oral and written) to staff, contractors, vendors, ratepayers and Council.
- A strong commitment to the health & safety of employees, contractors, and the general public.
- A thorough understanding of financial systems, budgeting and the municipal auditing process.
- Successful completion of the Local Authorities Administration program of studies or equivalency will be considered a definite asset.
- Must be willing to reside in, or close to the municipality, and be visible within the community.

A competitive salary and comprehensive benefits package is available.

Please submit your cover letter and resume (with a minimum of 3 employment references) electronically, or regular mail outlining experience, education in key municipal functions, reasons for applying and salary expectations by 12:00 p.m. on the closing date to the undersigned.

References

Some of these references are from other provinces and pieces of legislation which may differ from the *Alberta Municipal Government Act*.

A Guide to Hiring Your Chief Administrative Officer (CAO), Municipal Finance and Advisory Services, Manitoba Intergovernmental Affairs and Trade, Government of Manitoba, June 2006
Website: http://web5.gov.mb.ca/mfas/cao_hiring_guide.aspx

Freedom of Information and Protection of Privacy Act, Service Alberta, Government of Alberta
Website: <http://www.servicealberta.gov.ab.ca/foip/>

Hiring a CAO, Local Government Resource Handbook, Service Nova Scotia and Municipal Relations, Government of Nova Scotia, March 2005
Website: <http://www.novascotia.ca/dma/publications/government-resource-handbook.asp>

Occupational and Education Programs, Alberta Learning Information Service, Government of Alberta
Website: <http://occinfo.alis.alberta.ca/occinfopreview/info/browse-occupations.html>

Chief Administrator Contract, Town of Canmore
Website: <http://www.canmore.ca/Service-Areas/Executive-Office/>