



CAO Recruitment Committee Agenda

Thursday, November 7, 2024

Tom Davies Square

Mayor Paul Lefebvre, Chair

2:00 p.m. Council Chamber / Electronic Participation

City of Greater Sudbury Council and Committee meetings are accessible and generally held in the Council Chamber at Tom Davies Square unless otherwise stated on the agenda. Some meetings are broadcast on Eastlink at Eastlink's discretion. With the exception of closed meetings held in accordance with the Municipal Act, 2001, meetings are open to the public for attendance in-person. Where possible, meetings are livestreamed and the recordings are saved for public viewing on the City's website at: <https://agendasonline.greatersudbury.ca>.

Please be advised that if you make a presentation, speak or appear at the meeting venue during a meeting, you, your comments and/or your presentation may be recorded and broadcast.

By submitting information, including print or electronic information, for presentation to City Council or Committee you are indicating that you have obtained the consent of persons whose personal information is included in the information to be disclosed to the public.

Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act and the City of Greater Sudbury's Procedure By-law.

For more information regarding accessibility, recording your personal information or live-streaming, please contact Clerk's Services by calling 3-1-1 or emailing clerks@greatersudbury.ca.

1. Call to Order
2. Roll Call
3. Declarations of Pecuniary Interest and the General Nature Thereof
4. Managers' Reports
 - 4.1 Commencing CAO Recruitment and Selection Process 3

This report provides options to the Recruitment Committee regarding the recruitment of a new Chief Administrative Officer (CAO).
5. Members' Motions
6. Addendum
7. Civic Petitions
8. Question Period
9. Adjournment

Commencing CAO Recruitment and Selection Process

Presented To:	CAO Recruitment Committee
Meeting Date:	November 7, 2024
Type:	Managers' Reports
Prepared by:	Joanne Kelly Human Resources and Organizational Development
Recommended by:	General Manager of Corporate Services

Report Summary

This report provides options to the Recruitment Committee regarding the recruitment of a new Chief Administrative Officer (CAO).

Resolutions

Resolution 1:

THAT the City of Greater Sudbury approves the job description for the position of Chief Administrative Officer outlined in Appendix 2 of the report entitled “Commencing CAO Recruitment and Selection Process” presented at the CAO Recruitment Committee on November 7, 2024.

Resolution 2:

THAT the City of Greater Sudbury approves Option 1: Recruitment Search Firm to assist with the recruitment of the Chief Administrative Officer (CAO) and that the Interim CAO be authorized to contract with Odgers Berndston as outlined in the report entitled “Commencing CAO Recruitment and Selection Process” presented at the CAO Recruitment Committee on November 7, 2024.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to operational matters.

Financial Implications

The cost for the executive search firm is estimated to be \$75,000 will form part of the year-end position. Salary and benefits for the successful candidate are included in the salary and benefits budget of the Office of the CAO.

Background

The position of CAO for the City of Greater Sudbury is currently vacant. The Municipal Act, 2001 provides that the CAO is responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality as well as any other duties assigned by the municipality.

The Mayor for the City of Greater Sudbury has been granted Strong Mayor powers under the Municipal Act, 2001, and among such powers, is the ability to hire or dismiss the CAO. The CAO Recruitment Committee has been created by the Mayor to assist him with all aspects of the hiring process.

The outcomes of the Committee's work will ultimately be a public matter however, the majority of the recruitment process will be conducted as closed meetings as permitted by the Municipal Act, 2001, given the confidentiality required for the individual applicants throughout the process. While the meetings of the Committee will not be livestreamed, members of the public will be permitted to attend the open portion of the Committee's meetings in person.

Analysis

To commence the recruitment process, staff require direction from the Committee regarding the content of the description for the position and the methodology for the search.

1. Job Description

Attached as Appendix 1 is the current job description for the CAO as well as the leadership competencies for this role. Leadership competencies have been developed organization-wide and are focused on the leadership behaviours critical for each leadership level. A review of comparator municipality CAO and City Manager job descriptions informed edits made since the last CAO posting in 2015. A few changes are recommended to align the position with more current priorities and demands for the position – see Appendix 2 for the recommended job description for the Committee's consideration. The job description will comprise a large part of the advertisement for the position.

This report recommends that the job description be updated and approved as per the revisions in Appendix 2.

2. Recruitment Plan and Use of Executive Search Firm

CGS Policy dictates that recruitment search firms may only be used for the filling of permanent vacancies for General Manager and CAO.

There are two (2) options for the Committee to consider. If Committee defeats Option 1 then Option 2 would be automatically pursued by staff as the status quo option. A third option exists and could be selected later if an internal driven recruitment is unsuccessful.

Option 1: Recruitment Search Firm

Recruitment search firms can be deployed in a variety of ways. Two (2) broad types of contracts are retention and contingency. If we place a firm on retainer, they are paid for their activity throughout the life of the recruitment or a percentage of a starting salary until they source a successful candidate. If the contract is structured on a contingency basis, the fees are paid only if the firm is successful sourcing a candidate that is hired. For professional/managerial positions fees are typically between twenty-five (25%) and thirty (30%) percent of the starting salary.

These firms perform all scheduling, pre-screening, and testing on all applicants to the recruitment process. The larger firms boast about their large databases of candidates who are currently employed but may be passively interested in moving jobs for the right opportunity. They frequently have ongoing

relationships with highly talented leaders and can assist in persuading passive candidates to make a move. The use of an executive search firm would reduce the internal resources required to put together the advertisements, undertake outreach recruitment activities, shortlist, source assessment tools, and conduct preliminary screening of candidates.

To date, CGS's experience with recruitment search firms has been mixed. There have been strong candidates put forward by search firms for some recruitments when good internal or local candidates were already available to the Recruitment Committee. In these arrangements, CGS ends up paying for candidates it could have sourced on its own. One of the key benefits of using a search firm is the Recruitment Committee comes away from the recruitment knowing everything has been done to source the highest quality of candidates. In other words, the Recruitment Committee is not left wondering if there are other candidates that are better than those sourced through an internally driven recruitment.

Option 2: Internal Driven Recruitment (with no recruit search firm)

Internally driven recruitment would involve posting the job internally and in local media, and advertising in either provincial and/or national media. There are several traditional print media options (e.g. Globe and Mail, The Toronto Star) that cost approximately \$6,000 to \$9,000 but more often CGS utilizes on-line recruitment sites like Indeed, LinkedIn and other less costly social media sites such as X (formerly Twitter), Facebook and Instagram. Many CAO and City Manager vacancies will also be advertised on the websites of the larger and more significant municipal associations such as the Association of Municipalities of Ontario and the Federation of Canadian Municipalities.

It is likely not necessary to utilize the traditional print media as access to candidates is easier with the use of social network and internet sites. Human Resources and Organizational Development staff would manage the entire recruitment from posting and advertising, and would assist with shortlisting, developing interviewing tools and any further assessment/testing appropriate to the level and competencies required for the role.

Option 3: Recruitment Search Firm after Unsuccessful Internal Driven Recruitment

There is a third option open to the Committee to “two-step” the process (i.e. start with Option 2, then move to Option 3 if no quality, competent candidate is found). This will add approximately three (3) to four (4) months to the recruitment cycle unless the Committee is convinced it has sourced the very best candidate possible prior to moving to a recruitment search firm.

3. Review of Terms and Conditions of Employment

A. Base Salary

The current base salary for the CAO is \$312,654 and the following market analysis was completed using 2023 job rates for CAO roles within CGS's comparator group. The comparator group is made up of the Council approved comparator group for all non-union staff roles (12 municipalities that are either single tier or of a comparable size to CGS), plus the Regions of Niagara and Waterloo to take into account compensation practices in municipalities at the upper tier level. CGS's compensation philosophy is to pay at the 65th percentile for CAO and General Manager roles.

CGS Job Title	# of Municipalities	2023 CGS Job Rate	CGS Job Rate with Car Allowance	CGS Comparator Group Job Rate Mean	CGS Comparator Job Rate Median (50%)	CGS Comparator Job Rate (65%)	CGS Wage vs. (65%)	CGS Job Rate with Car Allowance vs. 65 th
CHIEF ADMINISTRATIVE OFFICER	8	\$ 302,369.00	\$ 312,449.00	\$ 300,123.00	\$ 290,933.00	\$ 315,779.00	-4.2%	-1.1%

Notes:

1. CAO annual salary for 2024 is \$312,654.51.
2. Car allowance for 2023 is \$10080/year for the CAO and \$8640/year for General Managers.
3. Based on CGS Council Approved Comparators for ELT (Burlington, Kingston, Kitchener, Oshawa, Thunder Bay, Windsor, Chatham-Kent, Hamilton, Region of Niagara, Region of Waterloo).
4. Windsor did not participate in the MERCER survey.

The analysis demonstrates that the maximum job rate for the CAO is lagging slightly below the 65th

percentile for the market described above (-4.2%). Our salary administration approach allows for a variance of ten (10%) percent either above or below the 65th percentile as an acceptable variance. This approach means that we can monitor and note our market differences over time without having to make year by year adjustments when roles lead or lag in the short term.

No changes to the salary range for the CAO role are recommended at this time.

B. Employment Relationship (Fixed Term versus Indefinite Term)

Appendix 3 shows that there is some variation among comparator municipalities in terms of the type of employment relationships with their CAOs. The two types of employment contracts are for a fixed term or indefinite term. A fixed term is a legal agreement that has a specified end date or concludes when a specific task is completed. Indefinite employment contracts continue until one party chooses to end it.

Among the regional single tier municipalities there are just under half with fixed term and five (5) of nine (9) with an indefinite term employment relationship. Fixed terms range from three to five years with an example of a three (3) year with an option to renew for another three (3) years. Among other organizations within Sudbury, the standard and normative contract for the majority of public/parapublic CAO/CEO's is to have indefinite contracts with their chief executive with express termination provisions.

There are some benefits and risks associated with fixed term contracts of employment. The main drawback is that a fixed term may make it more challenging to recruit a candidate as it may not be seen as attractive to prospective/preferred candidates who are seeking a longer-term commitment. The main advantage of a fixed term agreement for employers is that it expires after a definite term (unless an extension is agreed).

It is recommended that the CAO role be posted without an employment relationship detail to leave the Chair of the Recruitment Committee the maximum latitude possible to negotiate with a preferred candidate, in accordance with CGS's Hiring Policies.

As summarized in Appendix 3, termination provisions range from twelve (12) months to twenty-four (24) months and/or a sliding scale that increases with service length. Twenty-four (24) months is normative and some fixed term contracts had similar termination provisions if ended prior to the end of the contract. From the municipalities who responded, one (1) contract had the option to pay the lesser of twenty-four (24) months or the balance of the term of the contract.

C. Other Terms and Conditions – Vacation, Benefits and Allowances

Vacation:

At CGS vacation entitlements are consistent between non-union staff and members of the Executive Leadership Team (and some of our Collective Bargaining Agreements as well). There have been limited instances however, where additional vacation was offered to candidates for senior roles or roles that posed recruitment challenges with prior CAO approval. The previous CAO had six (6) weeks of vacation as per the contract of employment negotiated at the time of hire.

It is recommended that the Chair of the Hiring Committee be given latitude within the current Non-Union Vacation Policy in structuring an offer for a preferred candidate.

Benefits:

Appendix 5 to this report outlines the summary of the insured benefits for the members of the Executive Leadership Team members.

A full review of non-union benefits was completed in 2018 with changes and modernization of the benefit levels to be more competitive with the comparator market taking effect in June 2019.

There are no changes to the current benefit entitlements recommended by this report.

Vehicle Allowance:

In terms of allowances, Appendix 4 shows that nine (9) comparator municipalities offer a vehicle allowance for the CAO with an average amount of \$822 per month (excluding CGS). The current vehicle allowance for the CAO at CGS is \$865 per month. A vehicle allowance is basically additional taxable cash compensation with tax advantageous features for the employees who receive it.

No change is recommended to the vehicle allowance currently offered for the CAO position.

Conclusion

While no changes are recommended by staff regarding the above employment terms and conditions the Committee may provide direction if it wishes to make modifications. Upon receiving direction on the recommendations contained in this report as well as any further direction the Committee may wish to provide staff will commence the process to identify interested applicants for the role. Further, Committee meetings will be scheduled as required to direct recruitment and selection activities which are expected to take four (4) to six (6) months. Several of the selection activities (interviews and testing for example), will be conducted in closed meetings of the committee and may be held at locations other than Tom Davies Square.

Resources Cited

THE CITY OF GREATER SUDBURY

JOB DESCRIPTION

JOB CODE: 72240

JOB TITLE:	CHIEF ADMINISTRATIVE OFFICER	DATE PREPARED:	March 2, 2000
GROUP NO.:		DATE REVISED:	June 28, 2000, October 29, 2008. August 11, 2015
SECTION:		DIVISION:	
DEPARTMENT:	Office of the Chief Administrative Officer	LOCATION:	Tom Davies Square

Main Function: As principal advisor and liaison with Council, the Chief Administrative Officer (CAO) is accountable for providing information and guidance to Council on matters of significance to them and the citizens of the City of Greater Sudbury.

As Chief of all City staff the CAO must articulate and oversee the implementation of a compelling vision aligning the efforts of staff with goals set by Council, the long term goals of the organization, and prudent, general/fiscal management of City services and programs.

Characteristic: Under the general direction of the Mayor and subject to the policies established by resolution or by-law of Council.

Duties:

1. Responsible for preparation of an annual consolidated Business Plan addressing each mandated service of the Corporation, in conjunction with the budgeting process. The Plan will detail expected service/performance goals/targets/outcomes, and resource inputs to achieve those goals/targets/outcomes, and the performance measures used to assess corporate performance.
2. As a tandem/integrated process to business planning and execution, responsible for the development and presentation of annual budgets by securing budget guidelines from Council, reviewing departmental estimates for every cost centre, providing advice to Council at budget hearings, and monitoring and controlling the budget throughout the fiscal year.
3. Responsible to administer and oversee the Corporation to achieve targeted results through leadership and direction of Senior Staff in accordance with the Business Plan, policies and programs established by Council. Direct general financial control of all departments, review and recommend any changes to the Corporation's organizational structure on a regular basis and communicate changes in corporate policy to all levels of management.
4. Responsible for the efficient administration of all Departments by review and approval following consultation with Senior Staff, administrative programs and policies, as well as approving expenditures, deviations from budget, and other matters, as delegated by Council.
5. Present, in conjunction with respective Senior Staff, periodic reports and documents covering the operations and financial activities of CGS to the Mayor and subsequently to Council.
6. Develop and maintain liaisons with officials, groups, agencies and government departments as are necessary to carry out the responsibilities of the Chief Administrative Officer and promote the interests of CGS.
7. Advise and assist the Mayor and Members of Council on matters requiring their attention.
8. Set Corporate-wide administrative policy aligned with the Corporation's overall vision, values, and goals and within pre-established/mutually agreed upon parameters.
9. Develop and maintain a thorough working knowledge of CGS's Safety Manual and the applicable Provincial Legislation listed therein.
10. Perform other duties and exercise other powers as Council may confer or impose from time-to-time.
11. Perform other related duties as required.

Note: The above duties are representative of a typical position and are not to be construed as all inclusive.

Qualifications**Education and Training:**

- Successful completion of a University Degree in a related discipline from a recognized University with Canadian accreditation.

Experience:

- Senior level managerial experience in a large diversified organization.

Knowledge Of:

- Comprehensive knowledge of government affairs, governing legislation, and public responsibilities.
- Sound knowledge of fundamental and advanced business management principles and best practices.
- Knowledge of the local community's strengths, opportunities and challenges.

Personal Suitability:

- Satisfactory health, attendance and former employment history.
- Bilingualism (English-French) a definite asset.

LEADERSHIP COMPETENCIES:

Competency	Competency Definition	Level	Level Definition
Shaping the Future			
Business Acumen	Understand the business implications of opportunities and decisions, and implement successful business strategies to improve organizational performance.	6	Directs the organization
Judgment & Decision Making	Make sound decisions involving varied levels of complexity, ambiguity and risk.	5	Evaluates long-term business impact
Strategic Orientation	Understand the business implications of decisions on one's role, and link daily work to the organization's strategy.	4	Incorporates complex factors into developing a strategy for the organization and the municipality
Delivering Business Results			
Collaboration	Work and communicate collaboratively within City of Greater Sudbury to create alignment within and across teams and groups.	5	Acts for the enterprise
Driving for Results	The personal drive to achieve results, and focus one's attention on accomplishing key objectives and positive outcomes for oneself, one's team and the business.	5	Drives the business forward
Impact & Influence	Persuade, convince, influence or gain the commitment of others to get them to accept a point of view, adopt a specific direction, commit to an idea, or take a course of action.	5	Uses highly sophisticated influence strategies
Organizational Awareness	Learn and understand the key relationships, diverse interest groups and power bases within one's own and other organizations.	5	Understands long-term, underlying organizational issues
Aligning People and Teams			
Building Organizational Capacity	Make balanced assessments of people and situations to ensure that the right people are in place to produce and maintain the best business results.	4	Builds organizational capacity
Building Partnerships	Build and maintain reciprocal, strategic relationships with networks of internal and external stakeholders.	4	Strategically networks for the organization
Holding Self & Others Accountable	Hold others accountable to execute to high standards of excellence and hold themselves accountable to the same or higher standard.	5	Promotes a high performance culture
Leadership	Inspire others to work toward common goals by engaging and empowering them, and providing clarity and direction.	6	Galvanizes the organization around a vision

APPROVED BY:**SIGNATURES****DATE**

MAYOR:

DIRECTOR OF HUMAN RESOURCES
AND ORGANIZATIONAL DEVELOPMENT:

Appendix 2

THE CITY OF GREATER SUDBURY

JOB DESCRIPTION

JOB CODE: 72240

JOB TITLE:	CHIEF ADMINISTRATIVE OFFICER	DATE PREPARED:	March 2, 2000
GROUP NO.:		DATE REVISED:	June 28, 2000, October 29, 2008, August 11, 2015, <u>November 9, 2024</u>
SECTION:		DIVISION:	
DEPARTMENT:	Office of the Chief Administrative Officer	LOCATION:	Tom Davies Square

Main Function: As principal advisor and liaison with Council, the Chief Administrative Officer (CAO) is accountable for providing strategic leadership, information and guidance to Council on matters of significance to them and the citizens of the City of Greater Sudbury.

~~Oversees all municipal services and functions through the City's leadership team and As Chief of all City staff the CAO must leads the strategic, general and financial management and administration of the organization articulate and oversee through~~ the implementation of a compelling vision aligning the efforts of staff with goals set by Council, the long term goals of the organization, and prudent, general/fiscal management of City services and programs.

Service Objectives:

1. Provide leadership for each of the organization's key enterprise projects to produce positive outcomes for the community.
2. Ensures the City is forward-thinking and using a collaborative approach that promotes modernization, innovation and excellence while leading effective change on service delivery and enhancements.
3. Deliver outcomes described in Council's Strategic Plan with a focus on delivering exceptional customer service that is focused on performance metrics and results in the following areas: Asset Management and Service Excellence; Economic Capacity and Investment Readiness; Climate Change; Housing; Create a Healthier and More Vibrant Community; and Advance Caring Services.

Characteristic: Under the general direction of the Mayor and subject to the policies established by resolution or by-law of Council.

Duties:

1. Responsible for preparation of an annual consolidated Business Plan addressing each mandated service of the Corporation, in conjunction with the operating and capital budgeting processes. The Plan will detail expected service/performance goals/targets/outcomes, and resource inputs to achieve those goals/targets/outcomes, and the performance measures used to assess corporate performance.
2. ~~As a tandem/integrated process to business planning and execution,~~ Responsible for the development and presentation of operating and capital annual budgets by securing budget guidelines from Council, ~~reviewing departmental estimates for every cost centre,~~ providing advice to the Mayor and Council, ~~at budget hearings,~~ and monitoring and controlling the budget throughout the fiscal year.
3. Responsible to administer and oversee the Corporation to achieve targeted results through leadership and direction of Senior Staff in accordance with the Business Plan, policies and programs established by Council. ~~Direct general financial control of all departments,~~ Review and recommend any changes to the Corporation's organizational structure to address current and future needs of the organization. ~~on a regular basis and communicate changes in corporate policy to all levels of management.~~
4. Responsible for the efficient administration of all Departments by review and approval following consultation with Senior Staff, administrative programs and policies, as well as approving expenditures, deviations from budget, and other matters, as delegated by Council.
5. Present, in conjunction with respective Senior Staff, periodic reports and documents covering the operations and financial activities of CGS to the Mayor and ~~subsequently~~ to Council.

6. Develop and maintain effective relationships ~~liaisons~~ with elected officials, groups, agencies, representatives of other levels of ~~and~~ government, management, peers, employees, business community and the public ~~departments as are necessary~~ to carry out the responsibilities of the position Chief Administrative Officer and promote the interests of CGS.
 7. Advise and assist the Mayor and Members of Council in developing strategies, policies and services which address current and future needs of the City. ~~on matters requiring their attention.~~
 8. Develop or enhance ~~Set c~~ Corporate-wide administrative policy, ~~programs and services~~ aligned with the Corporation's overall vision, values, and goals and within pre-established/mutually agreed upon parameters.
 9. Ensure risk management practices are in place to assure the integrity, security, and on-going maintenance/rehabilitation of Municipal assets, infrastructure/buildings, and other physical/financial resources; regularly reports to Council on same.
 10. Enhance the organization's ability to be an employer of choice and the City as an excellent place to work, live, visit, invest and play.
- ~~8-11.~~
~~9-12.~~ Develop and maintain a thorough working knowledge of CGS's Safety Manual and the applicable Provincial Legislation listed therein.
~~10-13.~~ Perform other duties and exercise other powers as Council may confer or impose from time-to-time.
~~11-14.~~ Perform other related duties as required.

Note: The above duties are representative of a typical position and are not to be construed as all inclusive.

Qualifications

Education and Training:

- Successful completion of a University Degree in a related discipline from a recognized University with Canadian accreditation. Postgraduate studies in Business and/or Public Administration and Management studies.

Experience:

- Minimum of ten (10) years of senior level experience in the senior level management of large, unionized, and highly diversified public or private sector organizations.
- ~~Senior level managerial experience in a large diversified organization.~~

Knowledge Of:

- Comprehensive knowledge of government affairs, governing legislation, and public responsibilities.
- Sound knowledge of fundamental and advanced business management principles and best practices.
- Knowledge of the local community's strengths, opportunities and challenges.
- Current and emerging trends as they affect a municipality.
- Horizontal linkages to other relevant governmental levels and services as well as the private sector.

Abilities To:

- Understand stakeholder needs, recognize competing interests and develop consensus-driven resolution to issues.
- Build trust and confidence with City Council, community stakeholders, executive team colleagues, direct reports and the organization's frontline staff.
- Manage fiscal and human resources, evaluate complex situations, implement sound management practices and internal controls, and ensure the consistent, fair application of management policies and standards.
- Skillfully navigate political structures and systems, and plan, develop and implement complex administrative and operational systems.
- Foster a healthy work environment, and a workforce culture of service excellence, innovation and collaboration; champions and models workplace values that emphasize respect, integrity, foresight, fairness, and compassion.
- Demonstrate outstanding communication skills with superior political acuity and impeccable strategic planning, issue resolution and decision-making skills.
- Present complex ideas to diverse audiences, build and foster positive, constructive relationships and networks.
- Establish clear expectations, deliverables and deadlines, and influence others to achieve outcomes.
- Model behaviours that show a commitment to service excellence and the highest standards of professional integrity and accountability, embracing diversity, promoting inclusiveness and equality of opportunity.
- Develop staff for progressively responsible roles and ensure they understand the line of sight between their duties and the corporation's strategic priorities.
- Anticipate and lead change, both personally and as a leader with enterprise-wide responsibilities.
- Recognize and appropriately respond to enterprise risks.

Personal Suitability:

- Mental and physical fitness to perform essential job functions.
- High tolerance for change and ambiguity.
- Emotional intelligence.
- Advanced interpersonal, project/time management, organizational, analytical, presentation, report-writing, and leadership skills.
- Personal commitment to address demands from internal and external stakeholders.

S

Language:

- ~~Satisfactory health, attendance and former employment history.~~
- Excellent use of English; verbally and in writing. Bilingualism (English-French) highly desirable and a definite asset.

Other Requirements:

- May require the use of a personal or CGS vehicle on CGS business. Must be physically capable of operating a vehicle safely, possess a valid driver's licence, have an acceptable driving record, and personal insurance coverage.

LEADERSHIP COMPETENCIES:

Competency	Competency Definition	Level	Level Definition
Shaping the Future			
Business Acumen	Understand the business implications of opportunities and decisions, and implement successful business strategies to improve organizational performance.	6	Directs the organization
Judgment & Decision Making	Make sound decisions involving varied levels of complexity, ambiguity and risk.	5	Evaluates long-term business impact
Strategic Orientation	Understand the business implications of decisions on one's role, and link daily work to the organization's strategy.	4	Incorporates complex factors into developing a strategy for the organization and the municipality
Delivering Business Results			
Collaboration	Work and communicate collaboratively within City of Greater Sudbury to create alignment within and across teams and groups.	5	Acts for the enterprise
Driving for Results	The personal drive to achieve results, and focus one's attention on accomplishing key objectives and positive outcomes for oneself, one's team and the business.	5	Drives the business forward
Impact & Influence	Persuade, convince, influence or gain the commitment of others to get them to accept a point of view, adopt a specific direction, commit to an idea, or take a course of action.	5	Uses highly sophisticated influence strategies
Organizational Awareness	Learn and understand the key relationships, diverse interest groups and power bases within one's own and other organizations.	5	Understands long-term, underlying organizational issues
Aligning People and Teams			
Building Organizational Capacity	Make balanced assessments of people and situations to ensure that the right people are in place to produce and maintain the best business results.	4	Builds organizational capacity
Building Partnerships	Build and maintain reciprocal, strategic relationships with networks of internal and external stakeholders.	4	Strategically networks for the organization
Holding Self & Others Accountable	Hold others accountable to execute to high standards of excellence and hold themselves accountable to the same or higher standard.	5	Promotes a high performance culture
Leadership	Inspire others to work toward common goals by engaging and empowering them, and providing clarity and direction.	6	Galvanizes the organization around a vision

APPROVED BY:

SIGNATURES

DATE

MAYOR:

DIRECTOR OF HUMAN RESOURCES
AND ORGANIZATIONAL DEVELOPMENT:

Appendix 3

Table of Employment Contracts for Municipal Comparators

Fixed Term or Indefinite Term Employment Contract		Length of Term	Termination Provisions
City of Greater Sudbury	Indefinite Term		Up to 1 year = 18 months; Over 1 year and up to 2 years = 19 months; Over 2 years and up to 3 years = 20 months; Over 3 years and up to 4 years = 21 months; Over 4 years and up to 5 years = 22 months; Over 5 years and up to 6 years = 23 months; Over 6 years = 24 months.
	Fixed	4 years	24 months
	Indefinite Term		Up to 5 years = 12 months; More than 5 years = 5 months plus one month per year of service to maximum of 20 months.
	Fixed term	4 years	24 months
	Fixed term with renewal option	3 + 3 years	12-month notice period
	Indefinite Term		24-month notice period
	Indefinite Term		Less than 5 years = 9 months; More than 5 but less than 10 = 12 months; More than 10 years = 18 months
	Fixed Term	5 years	24 months or the balance of the term of the contract (whichever is less) plus severance under ESA.
	Indefinite Term		Up to 12 years = 12 months; More than 12 years = 12 months plus one month per year of service to maximum of 20 months.
	Indefinite Term		One month for every year of service to a maximum of 24 months with provision to stop payment of vehicle allowance at end of month when employment terminated.

Appendix 4

Table of Vehicle Allowance for Municipal Comparators

Vehicle Allowance	
City of Greater Sudbury	\$ 865.00
	\$ 1,200.00
	\$ 600.00
	\$ 650.00
	\$ 900.00
	\$ 968.00
	\$ 833.00
	\$ 750.00
	\$ 800.00
	\$ 700.00

Average (excluding CGS) \$ 822.33

Your Benefits at a Glance	
Policy 172501_Div 3_Class 7 Chief Administrative Officer under age 65 (effective July 1, 2024)	
Basic Life Insurance	
Employee Benefit Formula	200% of your annual earnings to a maximum of \$500,000
Accidental Death & Dismemberment Insurance	
Employee Benefit Formula	200% of your annual earnings to a maximum of \$500,000
Optional Life Insurance (Employee Paid)	
Employee Multiple Amount	\$10,000 to a maximum of \$250,000
Spouse Multiple Amount	\$10,000 to a maximum of \$250,000
Optional Critical Illness Insurance (Employee Paid)	
Employee Multiple Amount	\$5,000 with minimum \$10,000 to a maximum \$300,000
Spouse Multiple Amount	\$5,000 with minimum \$10,000 to a maximum \$300,000
Dependent Children	\$5,000 with minimum \$10,000 to a maximum \$25,000
Guaranteed Amount for Employee and Spouse	\$30,000 if apply within 31 days of eligibility
Short Term Disability	
Waiting Period	
Injury	No waiting period 3 calendar days
Disease	If you are hospitalized or have day surgery before the last day of the waiting period, benefits will begin on the day you are hospitalized or the surgery is performed
Maximum Benefit Period	26 weeks. If you attain age 65 while on STD your maximum benefit period is 15 weeks
Benefit Formula	75% of your weekly earnings to a maximum of \$3,200
Long Term Disability	
Benefit Waiting Period	26 weeks
Maximum Benefit Period	To age 65, retirement or when they hit the 90 factor, whichever is earlier
Benefit Formula	75% of your monthly earnings to a maximum of \$12,000
Healthcare	
Deductibles	Nil, unless stated
Reimbursement Level	100%
Non-Prescription (Over the Counter)	Not covered except Life Sustaining and Muscle Relaxants
In-Canada Prescription Drugs	Included
Dispensing Fee Limit	\$10.00 per prescription
Deductible	\$2.00 per prescription
Drug Formulary	Mandatory Generic
Smoking Cessation	\$400 lifetime
Basic Expense Maximums	
Out-of-Country Emergency Care Expenses	\$1,000,000 per trip
Private Hospitals	\$10 per day to a maximum of 120 days lifetime
Semi-Private Hospital	Not covered
Home Nursing Care	720 hours each calendar year
Dental Accident	Included
Hearing Aids	\$650 every 60 months
Blood-glucose Monitoring Machines	1 every 4 years
Custom-made Shoes and Modified Stock Shoes	Included
Custom-made Foot Orthotics	\$450 per calendar year
Myoelectric Arms	\$10,000 per prosthesis
Surgical Brassieres	6 each calendar year
External Breast Prosthesis	1 every 12 months

Your Benefits at a Glance

Policy 172501_Div 3_Class 7
Non-Union Directors and Senior Management under age 65
(effective July 1, 2024)

Basic Expense Maximums Cont'd	
Leg Orthosis (brace)	Included
Trusses	Included
Mechanical or Hydraulic Patient Lifters	\$2,000 per lifter once every 5 years
Outdoor Wheelchair Ramps	\$2,000 lifetime
Extremity Pumps for Lymphedema	Included
Custom-made Compression Hose	6 pairs each calendar year
Wigs	1 lifetime to a maximum of \$500
Incontinence Supplies	Included
Diagnostic Services	Included
Paramedical Practitioners	
Chiropractors, Physiotherapist (including Athletic Therapist), Registered Massage Therapist, and Speech Therapist/Pathologist	Combined maximum of \$2,000 per calendar year for Employee and for each eligible dependent
Counselling Services provided by Psychotherapists, Psychologists, Social Workers with certification and Occupational Therapists	Combined maximum of \$2,000 per calendar year for Employee and for each eligible dependent
Dieticians, Naturopaths, Osteopath, Podiatrist, and Chiropodist	Combined maximum of \$500 per calendar year for Employee and for each eligible dependent
Visioncare Expense Maximums	
Eye Examinations	\$85 every 24 months
Eyeglasses, Contact Lenses, laser eye surgery or Vision Therapy as of Dec 1, 2021	\$420 every 24 months
Dentalcare	
Payment Basis	The Ontario Dental Association Fee Guide in effect on the date treatment is rendered. Payment for denturists' charges is based on denturist fee guides. Payment for charges by hygienists practicing independently is based on hygienist fee guides. Specialists' charges are limited to general practitioner fees
Deductibles	Nil
Fee Guide	Current ODA
Recall period for check up	9 months
Reimbursement Level	100%
Plan Maximum	Unlimited
Orthodontic	\$1,500/lifetime, 50/50 co-pay for adults and children
Major Restorative	\$1,500/year, 50/50 co-pay
Premium	100% employer paid
Health Care Spending Account	
Annual Health Care Spending Account	HCSA of \$200/year Can be used for any medical expense incurred by employee and eligible dependents. Expense must be identified in the Income Tax Act as a tax deductible medical expense.