

Three-Level Leadership Model

Position	Roles	Responsibilities	Expectations
Chief Administrative Officer (CAO)	Organizational Oversight	Develop and execute the organization's strategic plan in alignment with Council's mission and vision.	CAO is expected to have a clear understanding of the organization's mission, vision, and long-term goals, and to develop strategic plans to achieve them.
	Establish organization-wide goals and priorities	Establish and maintain effective governance structures and processes to ensure accountability and transparency.	CAO is expected to provide strong leadership to the organization, guiding and inspiring employees at all levels to work towards common objectives.
	Leads Senior Management Team	Oversee budgets, financial planning, and resource allocation to support organizational goals and objectives.	CAO is expected to ensure that the organization's day-to-day operations run smoothly and efficiently, delivering high-quality services to residents.
	Primary Council point of contact	Identify, assess, and mitigate risks that may impact the organization's operations, reputation, or financial stability.	CAO is expected to manage the organization's finances responsibly, including budgeting, financial planning, and risk management, to ensure long-term sustainability and growth.
		Ensure compliance with relevant laws, regulations, and industry standards to mitigate legal and regulatory risks.	CAO is expected to ensure that the organization operates in compliance with all relevant laws, regulations, and industry standards, and to uphold high standards of governance and ethical conduct.
		Manage human resources, including recruitment, retention, training, performance evaluation, and workforce planning.	CAO is expected to build and maintain positive relationships with key stakeholders, including employees, customers, investors, regulators, and the community.
		Direct and coordinate organizational activities to optimize efficiency, productivity, and performance.	
	Build and maintain relationships with key stakeholders, including board members, investors, government agencies, and community partners.		

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		<p>Foster a positive organizational culture that promotes teamwork, innovation, diversity, and inclusion.</p> <p>Oversee technology initiatives and infrastructure development to support business operations and growth.</p> <p>Facilitate communication within the organization and with council to ensure alignment and transparency.</p> <p>Identify and cultivate strategic partnerships and alliances to enhance the organization's capabilities and reach.</p> <p>Establish key performance indicators (KPIs) and metrics to monitor organizational performance and effectiveness.</p> <p>Lead organizational change initiatives and manage resistance to change to drive continuous improvement and innovation.</p> <p>Develop and implement crisis management plans to respond effectively to emergencies, disasters, or unexpected events.</p> <p>Demonstrate ethical leadership and promote a culture of integrity, honesty, and ethical behavior throughout the organization.</p>	<p>CAO is expected to lead organizational change initiatives effectively, managing resistance and ensuring that changes are implemented smoothly and successfully.</p> <p>CAO is expected to foster a culture of innovation and adaptability within the organization, encouraging employees to embrace new ideas and approaches to stay competitive in a rapidly changing environment.</p> <p>CAO is expected to communicate effectively with employees, senior leadership, stakeholders, and other external parties, providing clear direction, feedback, and updates on organizational activities and performance.</p> <p>CAO is expected to be prepared to respond to crises, emergencies, or unexpected events, leading the organization's response with resilience, agility, and a focus on minimizing disruption and harm.</p> <p>CAO is expected to continuously develop their own skills and knowledge, staying informed about industry trends, best practices, and emerging technologies to ensure that the organization remains at the forefront of its field.</p>
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<p>Manager</p>	<p>Department oversight</p> <p>Accountable for departmental goals and priorities</p> <p>Member of Senior Management Team</p> <p>Eligible to be Acting CAO if required</p> <p>Council attendance/interaction</p>	<p>Develop operational plans and set objectives to achieve organizational goals.</p> <p>Structure workflows, tasks, and resources to ensure efficient operations.</p> <p>Recruit, select, and hire employees who are a good fit for their roles and the organization.</p> <p>Provide training and development opportunities to help employees improve their skills and advance in their careers.</p> <p>Assign tasks and responsibilities to team members based on their skills, interests, and availability.</p> <p>Monitor employee performance, provide feedback, and offer support and guidance as needed.</p> <p>Inspire and encourage team members to work towards common goals and achieve their full potential.</p> <p>Address conflicts and disputes among team members in a fair and constructive manner.</p> <p>Facilitate open and effective communication within the team and with other departments.</p> <p>Conduct regular performance evaluations and provide constructive feedback to help employees improve their performance.</p>	<p>Managers are expected to provide strong leadership to their teams, inspiring, motivating, and guiding employees towards achieving organizational goals.</p> <p>Managers are expected to make informed and timely decisions, considering the impact on the team, the organization, and stakeholders.</p> <p>Managers are expected to communicate effectively with their teams, conveying information clearly, listening actively, and fostering open dialogue.</p> <p>Managers are expected to delegate tasks and responsibilities appropriately, empowering team members to take ownership and contribute to the team's success.</p> <p>Managers are expected to set clear performance expectations, provide regular feedback, and address performance issues promptly and constructively.</p> <p>Managers are expected to handle conflicts and disagreements within their teams professionally and impartially, seeking resolution in a fair and respectful manner.</p> <p>Managers are expected to identify problems, analyze root causes, and</p>
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		<p>Identify and resolve problems or obstacles that may arise during project execution or daily operations.</p> <p>Ensure that services delivered meet quality standards and determined service levels.</p> <p>Manage departmental budgets and expenses to ensure that resources are allocated effectively and efficiently.</p> <p>Identify potential risks and develop strategies to mitigate them, ensure the safety and security of employees and assets.</p> <p>Ensure that all activities comply with relevant laws, regulations, and organizational policies.</p> <p>Foster a positive team environment and promote collaboration, trust, and mutual respect among team members.</p> <p>Identify opportunities for process improvement and implement changes to enhance efficiency and productivity.</p> <p>Set clear, achievable goals and objectives for the team and monitor progress towards their attainment.</p> <p>Ensure that customers or clients receive prompt and satisfactory service, addressing any concerns or complaints in a timely manner.</p>	<p>develop effective solutions to overcome challenges and obstacles.</p> <p>Managers are expected to foster a positive team environment, promoting collaboration, trust, and camaraderie among team members.</p> <p>Managers are expected to set ambitious yet achievable goals for their teams and take proactive steps to ensure their attainment.</p> <p>Managers are expected to manage resources effectively, including budgets, personnel, and equipment, to optimize team performance and productivity.</p> <p>Managers are expected to support the professional growth and development of their team members, providing opportunities for training, mentorship, and career advancement.</p> <p>Managers are expected to uphold high ethical standards and integrity in all their interactions and decisions, setting a positive example for their teams.</p> <p>Managers are expected to be flexible and adaptable, able to adjust plans and strategies in response to changing circumstances or new information.</p>
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		<p>Support the professional growth and development of team members through training, mentorship, and career advancement opportunities.</p>	<p>Managers are expected to prioritize the needs and satisfaction of customers or clients, ensuring that products or services meet quality standards and exceed expectations.</p> <p>Managers are expected to foster a culture of continuous improvement and innovation within their teams, seeking out opportunities to streamline processes and enhance performance.</p> <p>Managers are expected to take responsibility for the outcomes of their teams' efforts, owning both successes and failures and learning from them.</p>
Supervisor	Day-to-day supervision of activities and staff	<p>Supervisors are responsible for assigning tasks and duties to employees, ensuring that workloads are distributed effectively and efficiently.</p> <p>Supervisors monitor the performance of their team members, providing feedback, coaching, and guidance to help them meet performance expectations and goals.</p> <p>Supervisors are involved in the training and development of their team members, providing instruction on job duties, procedures, and best practices.</p> <p>Supervisors create work schedules for their team members, considering staffing needs, employee availability, and operational requirements.</p>	<p>Supervisors are responsible for assigning tasks and duties to team members based on their skills, experience, and workload.</p> <p>Supervisors monitor the progress of assigned tasks, ensuring that they are completed on time and according to quality standards.</p> <p>Supervisors offer guidance and support to team members, clarifying instructions, answering questions, and providing assistance as needed.</p> <p>Supervisors facilitate the training and development of team members, providing instruction on job duties, procedures, and best practices.</p>

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		<p>Supervisors ensure that their team members comply with company policies, procedures, and regulations, as well as health and safety standards.</p> <p>Supervisors address and resolve issues and conflicts that arise within their teams, finding solutions to challenges and obstacles that may impede productivity or performance.</p> <p>Supervisors communicate effectively with their team members, providing instructions, updates, and feedback in a clear and timely manner.</p> <p>Supervisors conduct performance evaluations for their team members, assessing their performance against established goals and providing constructive feedback for improvement.</p> <p>Supervisors motivate and inspire their team members to achieve their best performance, recognizing and rewarding accomplishments and fostering a positive work environment.</p> <p>Supervisors foster teamwork and collaboration among their team members, encouraging communication, cooperation, and mutual support.</p> <p>Supervisors handle conflicts and disagreements within their teams, facilitating discussions and negotiations to reach resolution and maintain positive working relationships.</p>	<p>Supervisors evaluate the performance of team members, providing feedback on strengths, areas for improvement, and progress towards goals.</p> <p>Supervisors address conflicts and disagreements that arise within the team, mediating disputes and finding solutions to maintain harmony and productivity.</p> <p>Supervisors motivate and inspire team members to achieve their best performance, recognizing accomplishments and providing encouragement and support.</p> <p>Supervisors ensure that team members comply with company policies, procedures, and regulations, as well as health and safety standards.</p> <p>Supervisors communicate effectively with team members, providing instructions, updates, and feedback in a clear and timely manner.</p> <p>Supervisors manage resources such as time, materials, and equipment to ensure that tasks are completed efficiently and effectively.</p> <p>Supervisors maintain a safe and healthy work environment for team members, identifying and addressing hazards and</p>
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		<p>Supervisors manage resources such as time, materials, and equipment to ensure that tasks are completed efficiently and effectively.</p> <p>Supervisors ensure that their team members provide excellent customer service, addressing customer inquiries, concerns, and complaints in a professional and timely manner.</p> <p>Supervisors provide regular reports to management on team performance, productivity, and any issues or concerns that may arise.</p> <p>Supervisors identify opportunities for process improvement and efficiency gains within their teams, implementing changes and initiatives to enhance performance and results.</p> <p>Supervisors are responsible for maintaining a safe and healthy work environment for their team members, identifying and addressing hazards and ensuring compliance with safety protocols.</p>	<p>ensuring compliance with safety protocols.</p> <p>Supervisors foster teamwork and collaboration among team members, encouraging communication, cooperation, and mutual support.</p> <p>Supervisors ensure that team members provide excellent customer service, addressing inquiries, concerns, and complaints in a professional and timely manner.</p> <p>Supervisors provide regular reports to management on team performance, productivity, and any issues or concerns that may arise.</p> <p>Supervisors identify opportunities for process improvement and efficiency gains within the team, implementing changes and initiatives to enhance performance and results.</p> <p>Supervisors delegate decision-making authority and responsibilities to team members as appropriate, empowering them to take ownership and initiative.</p>
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