

BY-LAW NO. 1790.

BEING A BY-LAW of the Corporation of the City of North Bay to establish a plan of office organization and define duties.

WHEREAS it is deemed advisable to establish a plan of office organization and define the duties and authority of each municipal officer.

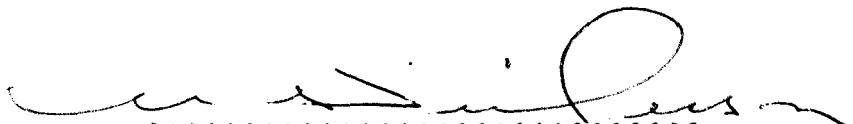
THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF NORTH BAY ENACTS AS FOLLOWS:

1. That the Office Organization Manual prepared and recommended by the Municipal Auditors be and the same is hereby established as the Plan of Office Organization.
2. That the Office Organization Manual hereto annexed as Schedule "A" attached be and form part of this By-Law.
3. That the officers referred to under this manual and appointed by authority of By-Law No. 1779 be the officers concerned and as listed herewith in Schedule "B" attached and which forms part of this by-law.
4. That this By-law shall come into full force and effect on the date of final passing thereof.

READ A FIRST TIME IN OPEN COUNCIL THIS 16th DAY OF April 1956.

READ A SECOND TIME IN OPEN COUNCIL THIS 16th DAY OF April 1956.

RULES OF ORDER WERE SUSPENDED AND BY-LAW READ A THIRD TIME THIS 7th DAY OF May 1956.



MAYOR



CITY MANAGER

CITY OF NORTH BAY

OFFICE ORGANIZATION MANUAL

CITY OF NORTH BAY

OFFICE ORGANIZATION MANUAL

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Duties and responsibilities.

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Introduction:

In order to ensure that activities of the City are co-ordinated under the central control of the City Manager, it is recommended that a form of organization be adopted wherein all duties, responsibilities, and executive authority are clearly defined and definitely assigned to officers and key employees of the City, no two of whom should be charged with final authority over the same employee. Overlapping of authority can only lead to confusion and uncertainty in the part of employees and undue strain on officers.

It should be understood that all matters of policy of a major nature would be divided by City Council.

Employees under a specific supervision would receive their instructions from or through such supervisor. The attached outline of duties, responsibilities and authorities as presented in this manual are intended to be helpful in devising the most suitable form of organization for the City of North Bay.

June 28, 1955.

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City Manager

Duties and Responsibilities:

The City Manager is appointed by and responsible to the Council for the successful management of the City's affairs. As chief officer of the municipality, though by statute he may be the first among equals, his outlook must cover the whole of the City's activities. He should strive to co-ordinate all activities and organize the personnel and facilities at his disposal so that maximum results are obtained with a minimum outlay of effort, expense and risk to the financial resources.

More specifically his duties are:

1. To carry out policies established by Council.
2. To ensure that the various operating departments and functions are so arranged and co-ordinated that each will make the maximum possible contribution to the successful operation of the City.
3. To strive to keep himself informed on all significant developments in the municipal field, and so informed to consider and institute such action as may seem to him to be indicated by the course of events.
4. Without minimizing the importance of any department, to maintain a comprehensive outlook on the whole organization.
5. To make every effort to ascertain the full background to every problem which requires his decision so that he may answer these questions.

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- (a) What is the problem.
 - (b) What causes the problem.
 - (c) What solutions are there.
 - (d) Which is the best solution.
6. To make himself available for consultation with the officers responsible to him and to Council, to assist them in the solution of their problems and to arbitrate on any differences which may arise between them and to assist them in the co-ordination of their activities.
 7. To observe the performance of officers and their staffs and to consult thereon with the officers. In this regard no criticism or instructions should be directed to staff by anyone other than the officer to whom they are responsible.
 8. To give thought and action to all phases of the maintenance of sound public relations.
 9. To attend meetings of the Council.
 10. To present recommendations to Council as to the appointment of, severance of, rates of remuneration and performance standards for members of the staff.
 11. To review the regular reports of departments and pass on such as are applicable to the parties concerned and to take prompt immediate action where indicated. He would, in this connection be responsible for receiving and consolidating monthly reports from all departments as suggested in our report of even date.
 12. To perform the functions of a personnel director including the guiding of officers and staff. As a wise counsellor he must keep himself informed of the employees viewpoint and of all developments in the labour field which might affect the municipality.

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13. To prepare the annual budget and long term plan of financing.
14. To deal with government departments on all matters requiring inter-governmental action and co-operation.
15. To allocate and assign office space to departments.
16. To cosign with other authorized officers contracting deeds and other documents required to be executed in the conduct of the City's business.

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Deputy Clerk-Treasurer

Duties and Responsibilities:

The Deputy Clerk-Treasurer is appointed by the Council after consideration of the recommendations of the City Manager. He is responsible to the City Manager for efficient and loyal performance of his duties.

It is the responsibility of the Deputy Clerk-Treasurer to organize and direct the operation of the staff under his control so that the duties assigned thereto are properly performed. He must maintain an objective view of the entire operations of the office staff and not restrict his outlook to the functions under his primary control.

In order that the Deputy Clerk-Treasurer may supervise all office functions, it will be necessary that all matters of detail which may be passed on to office staff should be so delegated.

The principal duties of the Deputy Clerk-Treasurer are as follows:

1. To act as Deputy to the City Manager and relieve the latter of as much detailed matter as possible;
2. To devise or improve the system of internal control with respect to recording accounting transactions, and the safeguarding of assets of the City;

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- 3. To undertake or supervise a continuous and periodic checking of cash funds, inventories, accounts receivable and all other assets and liabilities;
- 4. To maintain a staff of qualified personnel and to allocate thereto, the various office duties, and to establish and enforce the observation of the rates governing the performance of these duties;
- 5. To arrange the training of office personnel in such a way that there will be at least one trained alternative employee for each position, so that illness, holidays and termination of employment will cause minimum disturbances;
- 6. To allocate office space to the extent that this comes directly under his control;
- 7. To institute such improvements to office procedures as seem to him to be necessary.
- 8. To organize proper telephone operation and reception procedures;
- 9. To critically review the utility and content of all reports from time to time, so that the number of the reports and their size will both be kept to a reasonable minimum. Reports constitute an important tool of management, the worth of which can be enhanced by keeping them brief, concise, accurate and current. He would in particular see to it that the financial portion of the consolidated monthly report was properly prepared;
- 10. To ensure that an efficient system of filing is in operation, and to review the adequacy of such arrangement from time to time;
- 11. To maintain a master file of all forms in use and to regularly review their adequacy and necessity;

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12. To ensure that the insurance coverage is adequate at all times, to handle claims for losses and to review, the various premium rates.
13. To keep informed of the effect of new legislation on the activities of the City;
14. To supervise or delegate the handling of complaints from citizens which affect or are directed towards the financial field of the City's activities;
15. To perform the functions of purchasing agent as outlined elsewhere in this manual;
16. To assist the City Manager with the annual budget and long range financial plans;
17. To institute necessary procedures for collection of accounts upon advise from the deputy-treasurer or collector that certain accounts were in need of collection activity beyond their powers. In connection with 3, he should be on the watch for delinquent accounts himself and endeavour to have the collector and deputy-treasurer do their best to collect.

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Deputy-Clerk

Duties and Responsibilities:

The Deputy-Clerk is appointed by Council with the advice and consent of the City Manager and Deputy Clerk-Treasurer. She is responsible to the Deputy Clerk-Treasurer. The following are her duties:

1. To prepare or supervise the preparation of official copies of inventories, by-laws, and other documents;
2. To assume direct responsibility under the Deputy Clerk-Treasurer for the whole of the City offices;
3. To handle the detailed procedures associated with the issuing of licenses of all kinds including checking the continuity of licensing under the by-laws from year to year;
4. To maintain adequate and up to date records of City owned properties including a register of deeds held;
5. To follow through local improvements rates from year to year as reported by the Treasury Department and to submit the information required in this connection for making up the annual roll.
6. To prepare statutory reports required from the Clerk's department;
7. To see that City Hall correspondence is satisfactorily attended to;
8. To prepare or supervise the preparation of the necessary documents required for the registration or sale of property for tax arrears.

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Deputy-Treasurer

Duties and Responsibilities:

The Deputy-Treasurer is appointed by Council with the advice and consent of the City Manager and Deputy Clerk-Treasurer. She is responsible to the Deputy ^{Clerk} Treasurer. The following are her duties:

1. To supervise the functioning of all primary books of account, records and forms required in all phases of the accounting, including cost accounts. This function would include the field of machine accounting for disbursements;
2. To prepare or supervise the preparation of the annual and monthly financial statements and to be responsible for monthly and year end adjustments;
3. To supervise the preparation, billing and collecting of accounts receivable (apart from taxes and water rates) including the enforcement of regulations in this regard and to keep the Deputy Clerk-Treasurer informed of all past due accounts;
4. To supervise the payments of obligations including their proper approval and the co-signing of cheques with other authorized officers;
5. To prepare the necessary information for the City Manager and clerk's departments with regard to actual expenditures on public works projects, particularly local improvements jobs;
6. To maintain adequate registers of debentures and coupons so that information both as to the issuing of debentures and their maturities may be available;

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7. To maintain proper controlling accounts for all subsidiary ledgers such as for taxes, water rates, garbage rates and so forth and ensure that such subsidiary ledgers are kept in balance. In this regard it should be pointed out that it is customary for the keepers of subsidiary records to be required to balance with the controlling general ledger accounts.

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Collector and Water Commissioner

Duties and Responsibilities:

The Collector is appointed by City Council with the advice and co-operation of the City Manager. By statute he is responsible directly to council. He has the following duties:

1. To accept the roll from the assessors and see that taxes are billed promptly upon receipt of the mill rates applicable for the year;
2. To bill water accounts as prescribed by the rate setting by-laws;
3. To receive and / or be responsible for the payment received on taxes and water accounts;
4. To bill and collect for special garbage pickups;
5. To endeavour to collect all accounts by all means at his disposal;
6. To receive incoming correspondence and list cheque and cash receipts before passing them over to the cashier;
7. To supervise the depositing of funds with the commissions bank;
8. To allocate and assign office space within his department;
9. To supervise turnkey and pump house superintendent and to regulate expenditures of water work's department;
10. To prepare annual waterworks budget;
11. To supervise parking meter collections, counting and banking same.

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Purchasing Agent

Duties and Responsibilities:

The purchasing agent at the present time would be the Deputy Clerk-Treasurer. It is his responsibility to control purchases at an adequate level and the means by which he would do so would be through his power of approving all purchase orders before they are placed with the vendor.

The following specific duties would be the functions of the purchasing agent:

1. To enforce the general purchasing policy of the Council by purchase requisitions approved by himself covering all purchases;
2. To arrange periodic meetings with the City Manager and the City Engineer in order to keep himself informed of probable requirements;
3. To keep himself informed through trade journals etc. of improvements and trends likely to effect the purchase policy of the commission;
4. To take steps to obtain the best possible discounts from suppliers;
5. To be responsible for the maintenance of the inventory control and carry out or supervise from time to time physical checks to see that stocks on hand agree with the inventory record;
6. To ensure that stores on hand are carried at a reasonable but not excessive level;

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7. To maintain an adequate stock of stationery and office supplies;
8. To deal promptly with purchase requisitions received from various sources within the municipal organization, having regard to the need for the articles, that the quantity is appropriate, and that the order is placed at the best possible price for the quality required;
9. In emergency situations requiring verbal orders, to submit such verbal orders under an order number and process the written order forthwith;
10. To establish such controls as will ensure follow-up of purchase orders as to receipt of goods and invoices therefor.

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Storekeeper

Duties and Responsibilities:

The Storekeeper is appointed by the Council after due consideration of the recommendations of the City Engineer and Deputy Clerk-Treasurer. He is responsible to the Deputy Clerk-Treasurer, for the custody and availability of all stores and supplies. His particular duties are:

1. To receive, inspect and check all incoming shipments of supplies; verify the count, and condition of the material;
2. In the case of damaged shipments, to determine the amount of damage, and fix the responsibility, and initiate or arrange for negotiations with transportation facilities or suppliers for prompt settlement of claims;
3. To store supplies on a first in first out basis so that the oldest goods are used first;
4. To maintain bin cards for stores in properly prescribed form;
5. To submit approved requisition for stores used to the Treasury office daily;
6. To safeguard and protect all stores from damage and theft by:
 - (a) Insuring that store rooms and areas are locked and otherwise maintained so as to preserve security,
 - (b) Receiving a properly signed requisition for each item at the time of issuing,
 - (c) Keeping store rooms and areas tidy at all times;

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7. To advise the purchasing agent (Deputy Clerk-Treasurer) of regularly stocked items becoming low in quantity.
8. To attend to the taking of physical inventories when prescribed and strictly in accordance with the regulations connected therewith;
9. To give constant attention to obsolete parts and supplies and to arrange for their return for credit or scrapping as the case may be.

SCHEDULE "B"

- 1. City Manager T. A. Frair
- 2. Deputy Clerk-Treasurer C. E. Armstrong
- 3. Deputy Clerk (Miss) P. Lamourie
- 4. Deputy Treasurer (Miss) K. W. Elston
- 5. Collector & Water Commissioner C. K. Beaton
- 6. Purchasing Agent C. E. Armstrong
- 7. Storekeeper

