



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

COUNCIL POLICY

TITLE: Roles and Responsibilities Guidelines

**NO. ADMIN – 24
(Amended)**

POLICY:

Purpose: The attached Roles and Responsibilities Guidelines were adopted at the July 9, 2012 Council meeting and Council resolved to replace Policy ADMIN-24 with the attached Guidelines at their August 20, 2012 Council meeting.

EFFECTIVE DATE:
August 20, 2012

APPROVED BY:
Council

REFERENCE:

AMENDS:
ADM-12-047

PAGE 1 OF 9



Roles & Responsibilities

GUIDELINES

PURPOSE

To clarify the responsibilities of elected officials and staff members and to understand success factors and tools that guide organizational and individual actions reinforcing the distinction between political and administrative roles

1

ROLES

The **key positions** for the purposes of these guidelines include:

- Council – elected decision-making body
- Chief Elected Official – elected official presiding over council meetings
- Chief Administrative Officer – principal staff member responsible for operations
- Staff – responsible for implement policies and programs

The fundamental roles of elected officials and administration involve:

COUNCIL Give direction Make policy decisions Represent the public interest	ADMINISTRATION Implement directions Develop decision making advice Provide technical knowledge
CHIEF ELECTED OFFICIAL Coordinate Council activities Represent the organization Facilitate Council/staff interface	CHIEF ADMINISTRATIVE OFFICER Coordinate organization systems Manage organizational resources Facilitate Council/staff interface

4

MAKING INFORMED DECISIONS

To make informed choices in the public interest using all available information

Council

- All items are to be submitted via the CEO and CAO or designate
- Consider organizational goals, public interest and available resources, existing legislation, current policies and jurisdiction when making decisions
- Provide effective referrals to staff by clarifying the problem, desired outcomes, scope of required analysis and a response timeframe
- Provide effective resolutions – clear direction with clear expectations
- Ensure all information is available to make an informed decision
- A councillor is expected to review material provided and ask questions of administration both before and during the meeting

Chief Elected Official

- Facilitate decision-making processes to seek informed agreement by ensuring good debate and adequate information is available
- Ensure member regard for organizational values and appropriate behaviour
- Monitor meeting effectiveness and encourage member input

Chief Administrative Officer

- Coordinate the agenda preparation process
- Provide recommendations on all council items
- Review agenda with the CEO

Staff

- Proactive in providing a full range of information and implications
- Ensure compliance with statutory requirements
- All staff items submitted through the CAO
- Provide a comprehensive review of related information

Tools

- Follow-up Action List – to ensure decisions are actioned and implemented
- Request For Decision – consistent format for reports and recommendations from staff and committees to Council
- Agenda Preparation Schedule – timelines for submission and distribution of the agenda package
- CAO/Staff Meetings – to review advice with staff before the meeting and to discuss the implementation of decisions after the meeting
- Standard Agenda Format – an established order to conduct business
- Annual Meeting Calendar – for all council related meeting

Success Indicators

- Timely preparation of agenda information for review by members
- Repeated or reversal of decisions avoided
- Follow-up to meeting decisions is ensured
- Focused discussion on issues rather than on personalities
- Balanced meeting agendas and schedule
- Implications for all decisions are known
- Fair and equitable opportunities for everyone to be heard
- Prioritized agenda items to focus the flow of the meeting

7

ALLOCATING RESOURCES

Staff

- Interact with staff of other agencies as delegated by the CAO

Tools

- Agency Liaison Chart – to manage and monitor agency liaison
- Liaison Update on Agenda – to regularly report on agency activities
- Councillor Portfolio List – to regularly report on portfolio matters
- Update Report Form – outline for providing information on agency liaison or matters arising between or at meetings of Council

Success Indicators

- Up to date information on other agencies
- Timely reporting on relevant initiatives and issues
- Staff or elected official represent the organization – not their own views
- Maintain high potential for cooperation with other organization
- Improved external organization perspective by council and the organization
- Respected as a partner or stakeholder in interagency relationships

To effectively allocate resources in an efficient and accountable manner

Council

- Establish a budget and to allocate resources that are commensurate with expectations of the organization's work program
- Ensure a linkage between the budget process and the strategic plan

Chief Elected Official

- Ensure discussion takes place regarding human and fiscal resource implications prior to a Council decision
- Refer emergency expenditures to Council by way of a special meeting or consent by telephone poll (for approval at next meeting) in consultation with the CAO

Chief Administrative Officer

- Advise Council on the implications of all recommendations to Council
- Control financial resources as per Council direction

Staff

- Provide complete assessment of implications for recommendations

Tools

- Service Levels – criteria to ensure resources are consistent with service delivery expectations
- Budget Process Guidelines – steps and milestones for establishing annual operating and capital budgets
- Long Term Fiscal Plan – long term requirements of the organization
- Financial Authority Policy – designating limits of spending authorities

Success Indicators

- Efficient budget timeline
- Adequate information to make choices among competing demands
- Clear budget linkage to priorities and work programs
- Balanced year end budget

10

ENSURING GOOD SYSTEMS

To ensure consistent and transparent organization processes and systems

Council

- Regularly review organizational efficiency and effectiveness

Chief Elected Official

- Receive organizational performance concerns from councillors and refer them to the CAO
- Facilitate Council's discussion with the CAO on unresolved organizational matters

Chief Administrative Officer

- Coordinate the ongoing review of the organization's effectiveness with Council and staff

Staff

- Regularly report on operational activities

Tools

- Success Indicators – clear criteria to assess the organization's effectiveness
- CAO Sessions – regular sessions for Council and the CAO to discuss what is working well and what could be improved

Success Indicators

- Periodic overall and targeted system reviews
- Systems serve organizational needs and priorities
- Organization wide awareness of systems and how they work
- Regular CAO/Council discussion on organizational performance
- Regular CAO/staff discussion on organizational performance

11

DEALING WITH MEDIA

To effectively communicate Council decisions, strategic directions and organizational accomplishments

Council

- Communicate Council decisions and if deemed appropriate, to express personal concerns discussed during public debate

Chief Elected Official

- Represent the views of Council to the media
- Review media releases based on Council's decision or the consent of a majority of councillors as prepared through the CAO

Chief Administrative Officer

- Provide administrative details on Council decisions and refer political matters to the CEO

Staff

- Refer requests for non-routine information to the CAO
- Provide readily available public information

Tools

- Media Relations Training – how to deal with 'hot seat' situations
- Media Release – standard format and process for consistent application

Success Indicators

- Consistent message to the public
- Timely response to the media
- Ability to freely express opinions while being respectful of Council decisions