



## CORPORATION OF THE TOWNSHIP OF ESQUIMALT

### COUNCIL POLICY

<b>TITLE:</b> Roles and Responsibilities Guidelines	<b>NO. ADMIN – 24 (Amended)</b>
<b>POLICY:</b>	
<b>Purpose:</b>	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.

<b>EFFECTIVE DATE:</b> August 20, 2012	<b>APPROVED BY:</b> Council	<b>REFERENCE:</b>	<b>AMENDS:</b> ADM-12-047	<b>PAGE 1 OF 9</b>
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# 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:

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

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## 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

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## 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

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## 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

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## 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