



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

COUNCIL POLICY

TITLE: Decision-Making Guidelines	NO. ADMIN – 25 (Revised)
<p><u>POLICY:</u></p> <p><u>PURPOSE</u></p> <p>The attached Decision-Making Guidelines were adopted at the July 9, 2012 Council meeting and Council resolved to replace Policy ADMIN-25 with the attached Guidelines at their August 20, 2012 Council meeting.</p>	

EFFECTIVE DATE: August 20, 2012	APPROVED BY: Council	REFERENCE	AMENDS NO. 1. ADM-12-047	PAGE 1 OF 9
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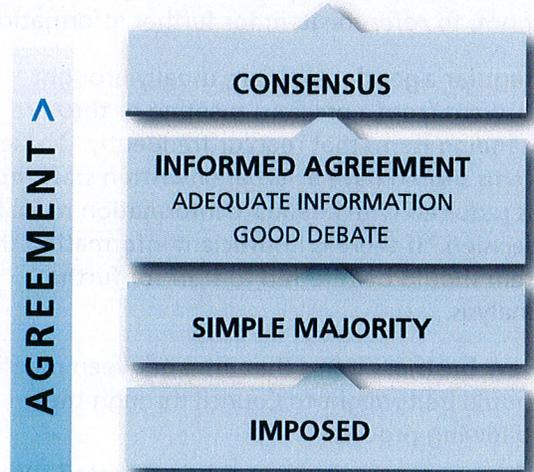


Decision-Making GUIDELINES

PURPOSE

These guidelines are premised on an 'informed agreement' decision making model (see *below*). This approach acknowledges the time it takes to build consensus or 'unanimous agreement' while rejecting the potential conflicting nature of a 'simple majority'. It provides a transparent process to achieve 'informed agreement' in that everyone can support implementation of the decision even if they didn't vote for it because there was:

- **Adequate information** available for decision makers
- **Good debate** to ensure views are heard and examined



These guidelines include the following:

INFORMATION

1. The decision-making process
2. Decision-making information
3. Business meetings of the Board
4. Criteria for strategic decision-making

TOOLS

1. Decision-making Flow Chart
2. Follow-up Action List (FUAL)
3. Request for Decision (RFD)
4. Council Direction Request (CDR)

Responsibilities for referrals and deferrals are:

- Council – state expectations within the resolution
- CEO – ensure clear directions and responsibilities
- CAO – seek clarity regarding expectations at the time of the resolution

The Resolution

All **Council direction** to staff should be given by way of resolution or 'by consent' and noted in the meeting minutes. This ensures clarity as to the intent of the Council, documentation of the direction, and accountability on the part of staff for follow-up.

The key elements of an effective resolution (or notation for minor items) include:

- Why – the key results or outcomes that Council is looking for
- Who – who will take the lead responsibility for actioning the resolution
- When – targets for involvement of Council in the future
- What – the preferred response option to achieve the desired outcome

Responsibilities for resolution clarity are:

- Council – wording for self-initiated resolutions prior to or during the meeting
- CEO – facilitate clarity, closure or deferral of resolutions during the meeting
- CAO – advise Council on resolutions

Follow-up

All **Council directions** can be itemized on a Follow-up Action List (see tool #2) to ensure clear expectations regarding action, monitoring progress, achieving results, and seeing the volume of Council directives. Monitoring the requests of Council is useful to:

- Think about the impact on strategic priorities and day-to-day activities
- Avoid expectations Council may have of staff that encroach on their personal time
- Give Council confidence that its directions are being acted upon
- Celebrate achievement and results

The **key features** of a Follow-up Action List (FUAL) include:

- A cumulative list of action items from all meetings (identify source, meeting, date)
- Indicates *What*, *Who* and *When* for each item
- Each action item should have no more than five words
- FUAL items should be the result of Council consent or resolution
- Items can be ordered by the date of origin, person responsible or target date

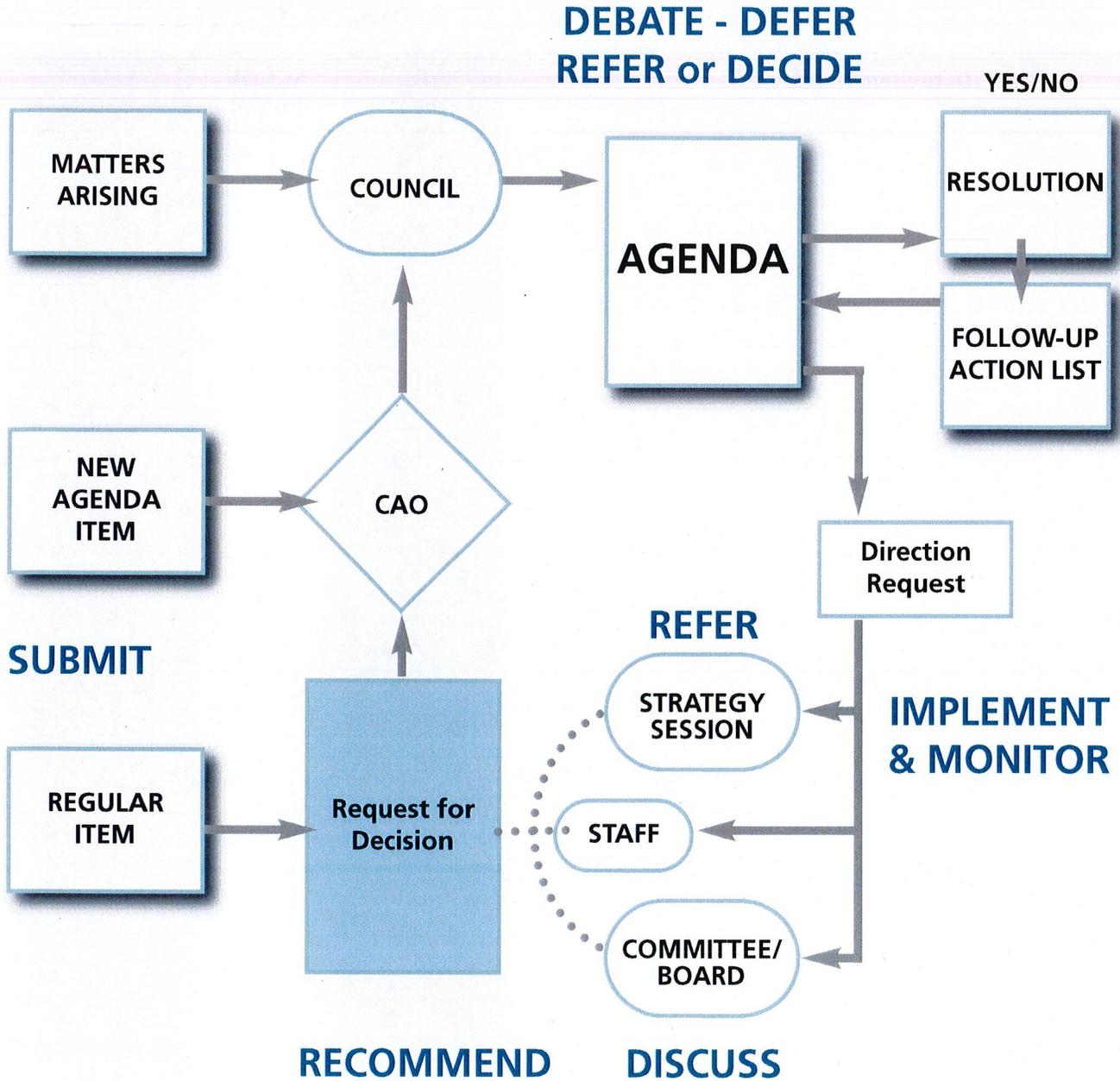
The **management** of the Follow-up Action List (FUAL) requires:

- The development of the list and dates by the CAO with staff
- The distribution of the list to staff and Council within three days of the meeting
- Updating of FUAL at each regular council meeting
- Delete items or change targets only with Council's agreement
- Review of the list on a quarterly basis to assess the continued relevance of items
- Review the list when the CAO thinks it is beyond staff's capacity

Responsibilities for the FUAL are:

- Council – review and disposition of FUAL items
- CEO – facilitate review at each business meeting or strategy session
- CAO – preparation and updating with staff

DECISION MAKING FLOW CHART



REQUEST FOR DECISION (RFD)

SUBJECT: *Decision-making topic title*

RECOMMENDATION: *Clear decision-making resolution answering What?, Who?, How?, When?*

CAO COMMENTS: *Any additional comments regarding the reason for the recommendation*

RECOMMENDATION

Report/Document: Attached Available Nil

KEY ISSUE(S)/CONCEPTS DEFINED: *Define the topic, reference background material and state question to be answered*

RELEVANT POLICY: *Cite existing policies, practices and/or legislation*

STRATEGIC RELEVANCE: *To Goals or priorities of current work program*

DESIRED OUTCOME(S): *Main Result along with - highlighted requisites and benefits*

RESPONSE OPTIONS: *Possible ways to achieve the main result with analysis highlights*

1. _____
2. _____
3. _____

PREFERRED STRATEGY: *Rationale for selected option – including pros and cons*

IMPLICATIONS OF RECOMMENDATION:

GENERAL: *Consequences to community, overall organization and/or other agencies*

ORGANIZATIONAL: *Policy change or staff work load requirements*

FINANCIAL: *Current and/or Future Budget impact*

FOLLOW UP ACTION: *Timelines, decision-making milestones and key products*

COMMUNICATION: *Strategy to inform, consult or involve stakeholders*

OTHER COMMENTS: *By others reviewing this RFD*

Submitted by: Writer _____ Endorsed by: Other _____

Reviewed by: CAO _____ Reviewers: _____