



DRUMHELLER

COUNCIL POLICY



COUNCIL POLICY #C-2-99

ROLES AND RESPONSIBILITIES GUIDELINES

THE PURPOSE OF THIS POLICY IS TO:

To clarify the roles and responsibilities of both Council and staff as well as criteria and tools to guide organizational actions.

DETAILS

1.0 ROLES

The fundamental roles of Council and staff involve:

Council

- Give direction
- Make policy decisions
- Represent the public interest

Staff

- Implement Council's directions
- Provide decision making advice
- Communicate client needs

Mayor

- Coordinate Council decisions
- Act as Council spokesperson
- Facilitate Council/Administrative interface

Manager

- Coordinate organization systems
- Manage organizational resources
- Facilitate Administrative/Council interface

2.0 RESPONSIBILITIES

- To make informed decisions
- To make and implement policy
- To liaise with other organizations
- To allocate resources
- To set a direction
- To effectively use staff

- To ensure good systems and processes
- To achieve effective media relations

3.0 TO MAKE INFORMED DECISIONS

3.1 COUNCIL

- All meeting items are to be submitted via the Mayor or Manager.
- To consider organizational goals, the public interest, available resources, existing legislation, current policies and jurisdiction when making decisions.
- To provide effective referral direction by clarifying the problem, desired outcomes, scope of required analysis and a response timeframe.
- To decide which matters are on the agenda.

3.2 MAYOR

- To facilitate decision making processes to seek "informed consent" by ensuring that everyone is heard.
- To ensure regard for organizational values and appropriate behaviour during meetings.
- To monitor Council meeting effectiveness through Councillor input on a regular basis.

3.3 STAFF

- To be proactive in providing a full range of information or implications on decision making matters.
- All staff items are to be submitted via the Manager.
- To provide a comprehensive overview of related information, background, issues defined, key outcomes, available options and a recommended response.

3.4 MANAGER

- To coordinate the agenda preparation process.
- To provide a recommendation on all matters before Council.
- To review agenda with Mayor prior to meeting.

3.5 TOOLS

- **Followup Action List** - to ensure follow-up to decisions at meetings on an ongoing basis.
- **Request for Decision Format** - consistent format for information reports and recommendations from staff and committees.
- **Briefing** – standard format for Councillors or staff to update Council or facilitate Council discussion on key matters.
- **Organizational Principles** -guidelines for how the organization should operate.
- **Agenda Preparation Schedule** - clear expectations for submissions of agenda items and information.
- **Managerial Session** - Manager reviews advice with management before going to the Council meeting and discusses the implementation of decisions after the Council meeting using the Follow Up Action List.
- **Debriefing Period** - round table input/feedback from Council and Manager on “what went well” and “what could be improved” at the end of a meeting.
- **Standard Agenda Format** - an established order to conduct business, i.e., important items first.
- **Meeting Procedures** – established guidelines regarding the conduct of business, i.e., limit re: delegations, speaker time limit.

3.6 SUCCESS FACTORS

- Timely preparation of agenda information or review by Councillors.
- Avoid repeated or reversal of decisions.
- Ensure follow-up to decisions at meetings.
- Focused discussion on issues rather than on personalities.
- Balanced Council meeting agendas and schedule.
- Ensure staff, financial, strategic, policy/legislative and community implications are known for all decisions.
- Meaningful Council resolutions.

4.0 TO MAKE AND IMPLEMENT POLICY

4.1 COUNCIL

- To thoroughly investigate issues and involve staff prior to making policy decisions to ensure they are responsive and implementable.

4.2 MAYOR

- To ensure that staff advice is available and presented.
- To ensure clear resolution preparation direction from Council to staff.

4.3 STAFF

- To review legislation, policies and Council precedents when providing policy advice.

4.4 MANAGER

- To ensure adherence to Council policy.
- To ensure all options are presented along with a recommendation.

4.5 TOOLS

- **Resolution Index** - catalogue of Council decisions for easy reference.
- **Policy Manual** - easy retrieval of existing policies approved by Council.
- **Operations Handbook** - easy reference to existing operational or day-to-day practices and guidelines approved by the Management team.
- **Legislation Orientation** - sessions on specific areas as required before significant policy decisions.

4.6 SUCCESS FACTORS

- Compliance with legislation.
- Delegation of routine matters to administration by way of policy.
- Consistent policy approach to similar issues.
- Limited revisiting of policy decisions.
- Easy retrieval of Council policies in a standardized format.
- Balance private or vested interests with the public interest.

5.0 TO LIAISE WITH OTHER ORGANIZATIONS

5.1 COUNCIL

- To promote cooperative relations with other agencies - government, non-for-profit and private sector.

5.2 COUNCILLOR/MAYOR/MANAGER

- To provide timely reports on agency liaison activities.
- To represent the interests of the Town based on existing policies, budget and strategic plan.
- To obtain Council direction on significant issues not covered by existing policies, budget and strategic plan before representing Council's position.

5.3 MAYOR

- To act as primary spokesperson for the Town with other agencies.

5.4 MANAGER

- To coordinate an ongoing and targeted agency liaison program.
- To act as primary liaison with the senior staff of other organizations.

5.5 TOOLS

- **Agency Liaison Chart** - to manage and monitor agency liaison in a proactive fashion.
- **Standing Agenda Item** - to regularly report on agency liaison.

5.6 SUCCESS FACTORS

- Up-to-date information on other agencies.
- Member represents Council - not his/her views.
- Maintain high potential for cooperation with other organizations.
- Improved external organization perspective of Council, Town and Community.

6.0 TO ALLOCATE RESOURCES

6.1 COUNCIL

- To establish a budget and to allocate resources that is commensurate with expectations of the Town's Work Program.
- To ensure a linkage between the budget process and the strategic plan process.

6.2 MAYOR

- To ensure discussion takes place regarding human and fiscal resource implications prior to a Council decision.

6.3 STAFF

- To provide financial and human resource implications for requests for decision.

6.4 MANAGER

- To advise Council on the staff, material and fiscal implications of all Council decisions.
- To control financial resources as per Council's direction.

6.5 TOOLS

- **Service Levels** - criteria to ensure resources are consistent with service delivery expectations.
- **Budget Process Guidelines** - steps and milestones for establishing the annual operating and capital budgets.
- **Capital Works Plan** - long term requirements of the Town.

6.6 SUCCESS FACTORS

- Efficient budget timeline.
- Clear budget linkage to priorities and work programs.
- Balanced year end budget.
- Link decisions to organizational resource implications.

7.0 TO SET A DIRECTION

7.1 COUNCIL

- To consider the organization's Capacity and the public interest to develop short term priorities and longer term directions.
- To continually review and update the implementation of priorities and directions.

7.2 MAYOR

- To ensure a process is in place to establish and monitor Council's priorities and direction.
- To ensure Councillors/Administration's issues are brought forward to Council.
- To manage Council's "Capacity Box" through Council's discussion of an item's urgency, public sensitivity, legislative imperative, monetary and liability consequence.

7.3 STAFF

- To advise Council of the relevance of Council's decisions to the Town's strategic plan.

7.4 Manager

- To keep Council informed on progress, recommended changes and new matters for the strategic plan and work programs on a regular basis.
- To coordinate an ongoing process to establish and monitor organizational priorities and directions.

7.5 TOOLS

- **Core Services List** - differentiate between core and discretionary services.
- **Strategic Plan** - Mission, Vision, Longer Term Directions and Values
- **Council Priorities Work Program** - to monitor the implementation of significant Council matters.
- **Organizational Improvements Work Program** - to monitor significant internal matters.
- **Strategic Sessions** - a regular schedule for the discussion of major issues outside of a regular business meeting.

7.6 SUCCESS FACTORS

- Linkage to annual budget process.
- Opportunities for public involvement.
- Determine needs versus wants.
- Determine what business we are in.
- Linkage to all decision of Council.

8.0 TO EFFECTIVELY UTILIZE STAFF

8.1 COUNCIL

- To make information requests of staff with the following in mind:
 - i. available information request - direct by a Councillor to Management
 - ii. research requests – to Manager and referral to Council if required; and
 - iii. direction to staff - to the Manager via Council.
- To develop and implement a Manager performance planning and appraisal process.
- To deal with staff performance concerns by:
 - i. communicating them directly to the Manager
 - ii. presenting them to Council through an in-camera session.

8.2 MAYOR

- To ensure the regular review of the Manager's performance by Council.
- To ensure Council deals with unresolved staff performance issues with the Manager.

8.3 STAFF

- To advise the Councillor and the Manager if a request will create a significant work load impact.
- To provide information to all of Council when deemed appropriate in responding to one Councillor.

8.4 MANAGER

- To ensure significant staff implications are known to Council prior to making decisions.

- To indicate to Council with Councillor activities are impacting staff work programs.

8.5 TOOLS

- **Operational Update Reports** - regular written reports to Council regarding staff's activities.
- **Request for Decision** - reference to staff implications of decisions.
- **Job Functions** - clear understanding of staff's role, activities and Capacity.
- **Organizational Chart** - clear chain of command and indication of who has duties in which areas.
- **Manager Performance Plan and Appraisal** – mutual criteria and process to evaluate Manager's performance.

8.6 SUCCESS FACTORS

- Councillors are kept informed on follow-up to relevant matters.
- Clear chain of command.
- Higher employee satisfaction.
- No direct staff supervision by Councillors.
- Achieve timely responses to public inquiries/needs.
- Organizational hierarchy flexibility to deal with urgent matters.

9.0 TO ENSURE GOOD SYSTEMS AND PROCESSES

9.1 COUNCIL

- To regularly review the efficiency and effectiveness of organizational systems and processes.

9.2 MAYOR

- To receive concerns from Councillors and refer them to the Manager.
- To facilitate Council discussion on unresolved matters of concern by a Councillor.

9.3 STAFF

- To regularly report on operational activities.

9.4 MANAGER

- To coordinate the ongoing review of the organization's effectiveness with Council and staff.

9.5 TOOLS

- **Success Factors** - clear criteria to assess the organization's effectiveness.
- **Operational Strategies Work Program** - highlight operational items for Council's review.
- **Operational Update** - regular update on significant management activities.

9.6 SUCCESS FACTORS

- Periodic overall and/or targeted system reviews.
- Systems serve organizational needs and priorities.
- Organization - wide awareness of systems and how they work.

10.0 TO DEAL WITH MEDIA

10.1 COUNCIL

- To communicate Council's decision and if deemed appropriate, to express personal concerns discussed during the public debate.

10.2 MAYOR

- To represent the views of Council to the media.
- To prepare, in consultation with the Manager, media releases based on Council's decision for Council's review (1 day).
- To prepare, in consultation with the Manager, media releases on emerging matters for Council's approval.
- To facilitate Council discussion on unresolved matters of concern by a Councillor.

10.3 STAFF

- To refer matters of a non-routine information nature to the Manager.
- To provide readily available public information.

10.4 MANAGER

- To provide details on Council decisions and refer political matters to the Mayor.

10.5 TOOLS

- **Media Advisory** – annotated format to develop media releases.

10.6 SUCCESS FACTORS

- Clarity on who deals with media.
- Consistency in message being provided.
- Proactive program to send out message.
- Efforts to liaison regularly with media.

Adopted by Council

Date: July 5, 1999



Mayor of Drumheller



Chief Administrative Officer