



TOWN OF HIGH RIVER POLICY

Policy Number: CAO-POL-100-00
Policy Name: Roles & Responsibilities

Related Procedure Number:
Related Procedure Name:

Approval Date: February 10, 2020
Revision Date:
Responsible Department: Chief Administrative Officer

Purpose

To clarify the roles and responsibilities of elected and staff members as well as define success factors and tools to guide organizational and individual actions to reinforce the distinction between political and administrative roles.

Details

1. Roles

a) The key positions for the purposes of this policy include:

- Council – elected decision-making body for the Town of High River;
- Mayor – the individual appointed to the position of Chief Elected Official in accordance with the *Local Authorities Election Act* or, in circumstances where the Mayor is not available, this shall include the Deputy Mayor;
- Chief Administrative Officer– principal staff person responsible for organizational performance, who is appointed to the position of Chief Administrative Officer in accordance with the *Municipal Government Act*;
- Administration – any employee delegated with the authority to implement programs and policies; and

b) The fundamental roles of elected officials and administration involve:

Council	Administration
<ul style="list-style-type: none"> • Give direction; • Make policy decisions; and • Represent the public interest. 	<ul style="list-style-type: none"> • Implement directions; • Develop decision making advice; and • Provide technical knowledge.
Mayor	Chief Administrative Officer
<ul style="list-style-type: none"> • Coordinate Council activities; • Represent the organization; and • Facilitate the political/administrative interface. 	<ul style="list-style-type: none"> • Coordinate organization systems; • Manage organizational resources; and • Facilitate the administrative/political interface.

2. Realms (see display)

The POLITICAL OR GOVERNANCE realm for Council and the Mayor primarily involves:

- Mission Orientation to provide the overall direction of the organization through mission, vision, goals and priority statements; and
- Policy Orientation to make decisions that guide organizational activities in terms of the budget, legislation and organizational rules.

POLITICAL

<i>DIRECTION</i>	MISSION	POLICY	<i>DECISIONS</i>
	Goals & Priorities Vision & Values	Legislation & Policy Budget Allocation	
	The <u>PUBLIC</u>		
<i>STRATEGIC</i>	ADMINISTRATION	PROGRAM	<i>IMPLEMENTATION</i>
	Systems Processes	Implementation Service Production	
		The <u>CLIENT</u>	

ADMINISTRATIVE

The ADMINISTRATIVE OR OPERATIONAL realm for the Chief Administrative Officer and Administration primarily involves:

- Program Implementation by allocating resources to schedule and deliver internal and external services; and

- Administration Functions to establish and maintain systems and processes required for organizational effectiveness and efficiency.

3. Responsibilities

a) Key functions associated with both political and administrative roles include:

- 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;
- To deal with media; and
- To establish the Council Structure.

b) The following guidelines present the following information for each function:

- Specific examples of responsibilities for Council, Mayor, Administration and the Chief Administrative Officer;
- Some tools that can be used to strengthen compliance with the responsibilities and to maximize organizational effectiveness;
- Success factors that can be used to regularly assess organizational and/or individual efforts to maximize role clarity.

4. To Make Informed Decisions

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

a) Council

- All meeting items are to be submitted for approval by the Chief Administrative Officer;
- To consider organizational goals, the public interest, available resources, existing legislation, current policies and jurisdiction when making decisions;
- To provide effective referrals by clarifying the problem, desired outcomes, scope of required analysis and a response timeframe;
- To provide effective direction that is doable with clear expectations; and
- To exercise diligence in ensuring all information is available to make an informed decision.

b) Mayor

- Facilitate decision making processes to seek “informed agreement” by ensuring that everyone is heard;
- Ensure regard for organizational values and appropriate behaviour during meetings; and
- Monitor meeting effectiveness and encourage member input.

c) Chief Administrative Officer

- To coordinate the agenda preparation process;
- To provide recommendations for Council items; and
- To review agenda with Mayor prior to meeting.

d) Administration

- Be proactive in providing a full range of information or implications on decision-making matters;
- Ensure compliance with statutory requirements;
- All staff items are to be submitted for approval to the Chief Administrative Officer;
- Provide a comprehensive overview of related information, background in a comprehensive format with a recommendation.

e) Tools

- Follow up Action List – to ensure regular follow up to decisions;
- Request for Decision Format – consistent format for information reports and recommendations from staff and committees;
- Agenda Preparation Schedule – timelines submissions and distributions of the agenda package;
- Chief Administrative Officer Session – to review advice with Administration before and to discuss the implementation of decisions after the meeting;
- Debriefing Period – regular sessions for Council and the Chief Administrative Officer to discuss “what is going well” and “what could be improved”.
- Standard Agenda Format – an established order to conduct business with important items first.
- Annual Meeting Calendar – for all Council-related meetings.

f) Success Factors

- Timely preparation of agenda information for review by members;
- Avoid repeated or reversal of decisions;
- Ensure follow up to decisions at meetings;
- Focused discussion on issues rather than personalities;
- Balanced meeting agendas and schedule;
- Ensure staff, financial, strategic, policy/legislative and community implications are known for all decisions;
- Fair and equitable opportunity for everyone present to be heard; and
- Prioritized agenda items to focus the flow of the meeting.

5. To Make and Implement Policy

To establish legislation that is fair and consistent.

a) Council

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

b) Mayor

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

c) Chief Administrative Officer

- To ensure adherence to existing policy and legislation;
- To ensure all options are presented along with a recommendation;
- To ensure staff compliance with policy; and
- To monitor and advise Council of liability exposure on policy matters.

d) Administration

- To review legislation, policies and precedents when providing policy advice; and
- To maintain an efficient policy retrieval process.

e) 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 Administration;
- Workshops – ‘in depth’ sessions on specific areas to learn about the subject material as required before significant policy decisions.

f) Success Factors

- Delegation of routine matters to administration by way of a policy;
- Consistent policy approach to similar issues;
- Limited revisiting of policy decisions;
- Easy retrieval of policies in a standardized format;
- Lack of conflict between policy and legislative initiatives.

6. To Liaise with Other Organizations

To maintain contact with other organizations to effectively share resources and information.

a) Council

- To promote cooperative relations with other agencies – government, non-for-profit and private sector; and
- To approve agreements with other agencies that involves sharing the authority and resources of the organization.

b) Mayor

- To provide timely reports on agency liaison activities;
- To represent the interests of Council 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; and
- To act as primary spokesperson for Council with other agencies.

c) Portfolio Councillors (as appropriate)

- To provide timely reports on agency liaison activities and designated;
- To represent the interests of Council 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; and
- To liaise with the Chief Administrative Officer or assigned staff person on portfolio matters.

d) Chief Administrative Officer

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

- e) Administration
 - To deal with staff or other agencies as delegated by the Chief Administrative Officer.
- f) Tools
 - Agency Liaison Chart – to monitor agency liaison;
 - Liaison Update on Agenda – to regularly report on agency liaison; and
 - Councillor Portfolio List – to clarify assignments (as appropriate).
- g) Success Factors
 - 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 organizations; and
 - Improved external organization perspective of the Council and organization.

7. To Allocate Resources

To effectively allocate resources in an efficient and accountable manner.

- a) Council
 - To establish a budget and to allocate resources that are commensurate with expectations of the organization's Work Program;
 - To ensure a linkage between the budget process and the strategic plan process.
- b) Mayor
 - To ensure discussion takes place regarding human and fiscal resource implications prior to a Council decision.
- c) Chief Administrative Officer
 - To advise Council on the staff, material and fiscal implications of all Council decisions; and
 - To control financial resources as per Council's direction.
- d) Administration
 - To provide financial and human resource implications for requests for decision.
- e) Tools
 - Service Levels – criteria to ensure resources are consistent with service delivery expectations; and
 - Budget Process Guidelines – steps and milestones for establishing the annual operating and capital budgets;
 - Long Term Financial Plan – long-term requirements of the organization; and
 - Financial Authority Policy – designated the limits and roles of spending authorities.
- f) Success Factors
 - Efficient budget timeline;
 - Adequate information to make choices among competing demands;
 - Clear budget linkage to priorities and work programs; and
 - Balanced year end budget.

8. To Set a Direction

To articulate a community vision and establish a strategic organizational direction.

- a) Council
 - To consider the organization's capacity and the public interest to develop short term priorities and longer-term directions; and
 - To continually review and update the implementation of priorities and directions.
- b) Mayor
 - To ensure a process is in place to establish and monitor the legislature's priorities and direction;
 - To ensure Committee/Administration's issues are brought forward to Council;
 - To manage Council priorities through discussion of an item's urgency, public sensitivity, legislative imperative, monetary and liability consequence.
- c) Chief Administrative Officer
 - To keep Council and members informed on progress, recommended changes and new matters for the strategic plan and work programs on a regular basis; and
 - To coordinate an ongoing process to establish and monitor organizational priorities.
- d) Administration
 - To advise Council of the relevance of its decisions to the strategic plan.
- e) 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 matters that are of a governance or political nature; and
 - Operational Strategies Work Program – to monitor significant administrative matters; and
 - Strategic Sessions – scheduled regularly for the discussion of major issues outside of a regular business meeting.
- f) Success Factors
 - Linkage to annual budget process; and
 - Opportunities for public involvement;
 - Determine needs versus wants; and
 - Determine what business we are in.

9. To Effectively Utilize Staff

To ensure a healthy and productive work environment.

- a) Council
 - To make information requests of staff with the following in mind:
 - Available information request – direct by a Councillor to Administration; and
 - Research requests – to Chief Administrative Officer and referral to Council if required;
 - To refer concerns regarding staff to the Chief Administrative Officer;
 - To refer concerns regarding the Chief Administrative Officer to the Mayor and/or Council.

- b) Mayor
 - To receive concerns from Councillors and refer them to the Chief Administrative Officer; and
 - To facilitate Council's discussion on unresolved matters of concern by a Councillor.
- c) Chief Administrative Officer
 - To coordinate the ongoing review of the organization's effectiveness with Council and staff; and
 - To coordinate the ongoing appraisal of staff performance.
- d) Administration
 - To regularly report on operational activities.
- e) 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 Administration activities.

10. To Ensure Good Systems

To ensure consistent and transparent organizational processes and systems.

- a) Council
 - To regularly review the efficiency and effectiveness of organizational systems and processes.
- b) Mayor
 - To receive concerns from Councillors and refer them to the Chief Administrative Officer; and
 - To facilitate Council's discussion on unresolved matters of concern by a Councillor.
- c) Chief Administrative Officer
 - To coordinate the ongoing review of the organization's effectiveness with Council and staff.
- d) Administration
 - To regularly report on operational activities.
- e) 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 Administration activities.
- f) Success Factors
 - Periodic overall and/or targeted system reviews;
 - Systems serve organizational needs and priorities; and
 - Organization-wide awareness of systems and how they work.

11. To Deal with Media

To effectively communicate Council decisions, strategic directions and organizational accomplishments.

- a) Council
 - To communicate Council decisions and, if deemed appropriate, to express personal concerns discussed during the public debate.
- b) Mayor
 - To represent the views of Council to the media;
 - To review media releases based on the Council's decision as prepared through the Chief Administrative Officer;
 - To issue, in consultation with the Chief Administrative Officer and Council if possible, media releases on emerging matters.
- c) Chief Administrative Officer
 - To provide administrative details on Council decisions and refer political matters to the Mayor.
- d) Administration
 - To refer matters of a non-routine information nature to the Chief Administrative Officer; and
 - To provide readily available public information.
- e) Tools
 - Media Relations Training – how to deal with 'hot seat' situations; and
 - Media Release – standard format and process for everyone to use.
- f) Success Factors
 - Consistent message to the public;
 - Timely response to the media; and
 - Ability to freely express opinions while being respectful of Council's decision.

12. Committee and Board Structure

To establish a governance system to meet the strategic and political needs of Council.

- a) Council Committees, Boards and Advisory Bodies
 - To make recommendations on policy matters referred by Council;
 - To make recommendations concerning strategic issues and directions referred by Council;
 - To suggest topics for the consideration of Council to provide direction for further research;
 - To make decisions within the scope of the board or committee's authority as delegated by Council through a bylaw.
- b) Councillor Portfolios
 - To present requests for decision to Council;
 - To liaise with external interests at the request of Council or Mayor;
 - To liaise with community interests as appropriate, at the request of Council or Mayor;
 - To be well informed on activities and issues within the assigned portfolio; and
 - To provide administrative details on Council decisions and refer political matters to the Mayor.

Approval

This policy shall come into force and effect upon adoption by Council the Regular Meeting of Council on February 10, 2020.



MAYOR/DEPUTY MAYOR



CHIEF ADMINISTRATIVE OFFICER

February 12, 2020 _____
DATE