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Community Government Name

#	Policy Title
GV - 000	GV Policy List
GV – 001	Role of Council
GV – 002	Role of the Mayor
GV – 003	Media Relations
GV – 004	Strategic Plan
GV – 005	Appointment and Evaluation of the SAO
GV – 006	Council Remuneration

Section/Number: Governance – 001	Approval Date: (DD/MM/YY)
Subject: Role of Council	Amendment Dates:
<p>Policy</p> <p>The duly elected Council has the authority to make or delegate decisions according to applicable legislation and the bylaws, mandate, mission and policies and procedures of the Community Government.</p>	
<p>Definitions</p> <p>Council's authority is as a single body under the applicable legislation.</p> <p>Individual Council Members do not have authority outside of Council except as has been delegated by Council through policy or formal motions and resolutions.</p>	
<p>Guidelines</p> <p>The duties of Council are to:</p> <ol style="list-style-type: none"> <li>1. Develop and evaluate the plans, policies and programs of the Community Government.</li> <li>2. Make the bylaws and resolutions of the Community Government as authorized under legislation.</li> <li>3. Ensure that the powers, duties and functions of the Community Government are appropriately carried out.</li> </ol> <p>Council, Members are responsible to:</p> <ol style="list-style-type: none"> <li>4. Make decisions under the authority and mandate of Council concerning Community Government governance, operations and business.</li> <li>5. Comply with legislated and policy requirements.</li> <li>6. Represent the residents in a professional, ethical and appropriate manner.</li> <li>7. Attend, and be prepared for, all Council Meetings except in unavoidable circumstances, and notify the Mayor or Senior Administrative Officer (SAO) if unable to attend a specific meeting.</li> </ol>	

8. Ensure efficient and effective management of Council business.
9. Review any documentation provided by the Mayor or SAO in preparation for Council Meetings.
10. Review the agenda, minutes and any other documentation associated with Council Meetings.
11. Submit agenda items, when appropriate, to the Mayor or SAO.
12. Actively participate in Council meetings, discussions and decisions.
13. Be prepared to vote on Council decisions.
14. Serve on Committees, act as Committee Chair and make presentations to the Council on behalf of a Committee, at the request of the Mayor and/or Council.
15. Submit issues and concerns to the Council, and suggestions on how to address these issues.
16. Submit any relevant financial records, in an organized and timely manner to the SAO.
17. Declare any Conflict of Interest at a Council or Committee Meeting and ensure that the Conflict of Interest is recorded at the meeting.
18. Complete all tasks as requested by the Mayor and Council.
19. Provide direction to the SAO, participate in the hiring of the SAO and monitoring and evaluating the performance of the SAO.
  - 19.1. The SAO is responsible for all other employees and Council Members must raise any concerns regarding staff to the SAO.
20. Respect the position of the SAO and any other staff position.
21. Review and approve or reject the annual strategic plan, budget and any proposed organizational changes.
22. Review and approve or reject monthly, quarterly and annual financial statements.

**Attachments**

N/A

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References

Cities, Towns and Villages Act

Hamlets Act

Tlicho Community Government Act

Charter Communities Act

Section/Number: Governance – 002	Approval Date: (DD/MM/YY)
Subject: Role of the Mayor	Amendment Dates:
<p>Policy</p> <p>The Mayor is the duly elected representative of Council and is the day-to-day supervisor of the Senior Administrative Officer (SAO).</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> <li>1. The Mayor is a member of Council and takes direction from, and acts on behalf of, Council.</li> <li>2. The Mayor is the official spokesperson of the Community Government and represents the Community Government to governments, organizations and businesses unless other Council Members or individuals are delegated to do so.</li> <li>3. The Mayor has the authority to make decisions on behalf of Council where time is of the essence or when specific decision-making authority has been delegated by the Council. <ol style="list-style-type: none"> <li>3.1. Prior to making such decisions, the Mayor will make a concerted effort to consult with available Council Members and other appropriate personnel within the organization.</li> <li>3.2. All such decisions must be referred to Council for review.</li> <li>3.3. The Council maintains the authority to overturn or alter any such decisions.</li> </ol> </li> <li>4. The Mayor shall, when present, preside at all Council Meetings.</li> <li>5. In addition to his/her duties as a Council Member, the Mayor is also responsible to: <ol style="list-style-type: none"> <li>5.1. Ensure decisions of Council are effectively implemented.</li> <li>5.2. Ensure Council complies with legislated requirements.</li> <li>5.3. Represent residents in a professional, ethical and appropriate manner.</li> <li>5.4. Act as the Community Government's official spokesperson or representative at ceremonial and/or other special functions.</li> <li>5.5. Oversee the activities of the SAO.</li> <li>5.6. Represent Council at local, regional, territorial, national and international meetings and conferences as directed by Council.</li> <li>5.7. Speaks on behalf of the Council and the Community Government to the media.</li> <li>5.8. Monitor the conduct of Council Members to ensure Members act in a professional and ethical manner as described in the policies and procedures of the Community Government.</li> <li>5.9. Coordinate a yearly evaluation of the SAO with the Members of the Council.</li> <li>5.10. Approve the agenda for Council meetings.</li> </ol> </li> </ol>	

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Attachments
N/A
References
N/A

Section/Number: Governance – 003	Approval Date: (DD/MM/YY)
Subject: Media Relations	Amendment Dates:
<p>Policy</p> <p>Council Members and staff will abide by the following policy when dealing with the media.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> <li>1. The Mayor or his/her delegate will respond to all inquiries from the news media as appropriate and will initiate communications with the media as the need arises.</li> <li>2. Council Members and/or staff are not authorized to speak with media representatives unless provided with approval from the Mayor or his/her delegate.</li> <li>3. Councils Members and/or staff may provide information to the media about specific programs or issues for which they are responsible, with the permission of the Mayor or his/her delegate.</li> <li>4. All press releases from the Community Government must be approved by the Mayor or his/her delegate and the SAO.</li> </ol>	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>N/A</p>	

Section/Number: Governance – 004	Approval Date: (DD/MM/YY)
Subject: Strategic Plan	Amendment Dates:
<p>Policy</p> <p>Council will approve an Annual Strategic Plan for the Community Government.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> <li>1. An Annual Strategic Plan will be reviewed and approved by Council each fiscal year.</li> <li>2. The Annual Strategic Plan will include the vision, mandate and goals and objectives for the Community Government.</li> <li>3. The Strategic Plan must include, but not be limited to: <ol style="list-style-type: none"> <li>3.1. The Capital Plan</li> <li>3.2. The Energy Plan</li> <li>3.3. The Human Resources Plan</li> <li>3.4. The Annual Budget</li> </ol> </li> <li>4. The Senior Administrative Officer (SAO) is responsible for coordinating preparation of the Draft Annual Strategic Plan and presenting the draft plan to Council by <b>(give date)</b>.</li> <li>5. Council will approve, recommend changes to or reject the draft Annual Strategic Plan by <b>(date)</b>.</li> <li>6. The draft Annual Strategic Plan will be submitted to the Department of Municipal and Community Affairs by <b>(give date)</b>.</li> <li>7. The approved Strategic Plan will be made public once it has been approved by Council.</li> </ol>	
<p>Attachments</p> <p>N/A</p>	
<p>References</p> <p>Integrated Community Sustainability Toolkit</p> <p><a href="http://www.maca.gov.nt.ca/toolkit/sustainability_planning/index.html">http://www.maca.gov.nt.ca/toolkit/sustainability_planning/index.html</a></p>	



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Section/Number: Governance – 005	Approval Date: (DD/MM/YY)
Subject: Appointment and Evaluation of the Senior Administrative Officer	Amendment Dates:
<p>Policy</p> <p>Council will appoint the Senior Administrative Officer (SAO) as outlined in the bylaw, and conduct an annual evaluation of the performance of the SAO.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"><li>1. The SAO will be selected by Council based on the approved position description and qualifications of the selected SAO candidate.<ol style="list-style-type: none"><li>1.1. A Human Resources Committee may be struck to oversee the recruitment process.</li><li>1.2. The Human Resources Committee will make recommendations to Council on the selected candidate; however, Council as a whole must approve the hiring of the SAO.</li></ol></li><li>2. The terms and conditions of employment for the SAO will be described in an Employment Contract.</li><li>3. The SAO will report to the Mayor on a regular basis but is responsible to Council as a whole.</li><li>4. The SAO will fulfill the duties as described in the approved position description, and as directed by Council and as assigned in the appropriate municipal act.</li><li>5. An annual evaluation of the performance of the SAO will be completed by Council based on the approved SAO Performance Evaluation process.</li><li>6. The SAO is the only staff member that is supervised by Council.<ol style="list-style-type: none"><li>6.1. All other staff members will be supervised by the SAO or the designated supervisor.</li></ol></li></ol>	

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Attachments
Sample SAO Job Description
References
Cities, Towns and Villages Act
Hamlets Act
Tlicho Community Government Act
Settlement Act

**ATTACHMENT 1: SENIOR ADMINISTRATIVE OFFICER JOB DESCRIPTION****PURPOSE OF THE POSITION**

(The main reason for the position, in what context and what is the overall end result)

The Senior Administrative Officer is responsible for the management, administration and delivery of all municipal programs and services in order to ensure that these programs are accomplished in an effective and efficient manner and within all legislative, policy and procedural guidelines.

**SCOPE**

(The way the position contributes to and impacts the organization)

Reporting to the Mayor and Town Council, the Senior Administrative Officer (SAO) will oversee all operations of the municipality. The SAO will ensure that all operations are conducted in a respectful and responsible manner, ensuring that all decisions and actions comply with the relevant legislation, policies and procedures. He/she is responsible for all financial transactions, programs and services created and implemented by the municipality.

The SAO is responsible for managing a budget of xxx million dollars and up to xxx staff members. He/she is responsible for delivery of programs and services in the areas of finance and administration, municipal services, recreation programs and facilities, protective services and community lands administration.

The SAO provides advice and support to the Mayor and Council and ensures that they have accurate and timely information in order to make effective decisions. The SAO also acts as liaison between the municipality and other government agencies and departments, private industry, business and any other individuals, groups or agencies operating in the community.

The SAO must provide records and documents to the relevant governments and agencies, when requested. He/she must also ensure that all municipal business and operations are conducted in a responsible, confidential and ethical way.

Failure to provide adequate services may result in lost or misused revenues, poor morale among staff, inadequate services for residents and a loss of credibility for the Mayor and Council.

**RESPONSIBILITIES**

(Major responsibilities and target accomplishments expected of the position including the typical problems encountered in carrying out the responsibilities.)

1. Financial management of all municipal operations in order to ensure that finances are maintained in an accurate and timely manner and that they comply with relevant legislation, by-laws, policies and procedures. The SAO will:
  - Prepare municipal budgets
  - Estimate revenues and expenses
  - Review and analyze financial statements and reports
  - Conduct financial analysis and cash flow forecasting
  - Establish internal financial controls
  - Oversee payroll functions
  - Review and analyze variance reports
  - Ensure financial systems are maintained in an accurate and timely manner
  - Prepare for and respond to the annual audit
  - Manage funds
  
2. Management of all municipal programs and services to ensure that services are provided in an effective and efficient manner. The SAO will:
  - Manage protective, municipal, land use and recreation programs and services
  - Develop strategic and operational plans for each program area
  - Develop or monitor proposals for program funding
  - Maintain program and services standards, policies, guidelines and procedures
  - Evaluate the effectiveness of programs and program delivery
  - Prepare an Emergency Preparedness Plan
  - Facilitate the development of community lands
  
3. Management of all municipal staff in order to ensure a productive, positive and healthy work environment. The SAO will:
  - Develop and implement a human resources plan and personnel management policies and procedures
  - Ensure that accurate job descriptions are in place
  - Recruit and orient staff
  - Evaluate, train and develop staff
  - Provide leadership, guidance and counselling to staff
  - Supervise staff and delegate responsibilities
  - Take corrective action when required

4. Maintenance and general administration of the municipality. The SAO will:
  - Provide reports to government agencies, departments and other organizations
  - Ensure records are maintained
  - Maintain insurances
  - Obtain legal and legislative advice on various issues
  - Ensure computer systems and office equipment are maintained
  - Award and oversee contracts
  - Ensure inventories are maintained
  - Research potential funding, programs and projects as required
  - Tender, award and manage contracts
  - Oversee the land management program
5. Coordination of community development and public and community relations activities. The SAO will:
  - Assist in coordination and implementation of the community development plan
  - Evaluate the community plan and its implementation
  - Conduct needs assessments as required
  - Facilitate public meetings
  - Liaise with various community groups
  - Address public complaints and concerns
  - Promote municipal programs, services and community events and activities
6. Provision of support and advice to the Mayor and Town Council to ensure that Council is able to make effective decisions. The SAO will:
  - Work with Council to develop and implement a strategic plan
  - Administer Town Council elections
  - Attend Council meetings
  - Prepare agendas, information and resources for Council Meetings
  - Provide Council with advice and recommendations
  - Maintain and circulate minutes of meetings
  - Assist with the preparation or revision of by-laws and motions
  - Ensure that all Council business is conducted within relevant legislation, policies and procedures
  - Convey Council decisions to the public
  - Represent the municipality at local, regional, territorial, national meetings
  - Coordinate and/or facilitate Council orientation and training
7. Performance of other related duties as required

**KNOWLEDGE, SKILLS AND ABILITIES**

(The knowledge, skills and attitudes required for satisfactory job performance)

**Knowledge**

The incumbent must have proficient knowledge in the following areas:

- ✓ financial management and generally accepted accounting principles
- ✓ human resources management
- ✓ municipal government program administration, management and delivery
- ✓ program evaluation
- ✓ understanding of relevant municipal legislation, policies and procedures
- ✓ understanding of the northern cultural and political environment
- ✓ understanding of the roles and responsibilities of Town Councils
- ✓ understanding of land claims and self-government

**Skills**

The incumbent must demonstrate the following skills:

- ✓ team leadership and management skills
- ✓ financial management skills
- ✓ supervisory and human resource management skills
- ✓ contract management skills
- ✓ strategic planning skills
- ✓ analytical and problem solving skills
- ✓ decision making skills
- ✓ negotiations skills
- ✓ effective verbal and listening communications skills
- ✓ computer skills, including the ability to operate spreadsheets and word-processing programs at a highly proficient level
- ✓ effective written communications skills including the ability to prepare reports, policies and bylaws
- ✓ effective public relations and public speaking skills
- ✓ research and program development skills
- ✓ stress management skills
- ✓ time management skills

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**Personal Attributes**

The incumbent must maintain strict confidentiality in performing the duties of SAO. The incumbent must also maintain standards of conduct and demonstrate the following personal attributes:

- ✓ be respectful
- ✓ possess cultural and political awareness and sensitivity
- ✓ be flexible
- ✓ demonstrate sound work ethics
- ✓ be consistent and fair

The SAO would normally attain the required knowledge, skills and abilities through completion of a recognized accounting designation and/or through completion of a post-secondary program in Public or Local Administration and several years of related municipal experience at a senior level. Equivalencies will be considered.

**WORKING CONDITIONS**

The unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent including the frequency and duration of occurrence of physical demands, environmental conditions, demands on one's senses and mental demands.

**Physical Demands**

The nature of physical effort leading to physical fatigue.

The SAO may have to work odd or long hours at a time to complete special requests or projects. The SAO will have to spend long hours sitting and using office equipment, computers and attending meetings.

**Environmental Conditions**

The nature of adverse environmental conditions affecting the incumbent.

The municipal office is a busy facility. The SAO will have to manage a number of people and projects at one time, and will be interrupted frequently to meet the needs and requests of residents and Council Members. The SAO may find the environment to be busy, noisy and will need excellent organizational and time and stress management skills to complete the required tasks.

**Sensory Demands**

The nature of demands on the incumbent's senses.

Sensory demands which may include reading, use of the computer causing eyestrain and occasional headaches, and the constant noise and activity of a busy office environment.

**Mental Demands**

Conditions that may lead to mental or emotional fatigue.

The SAO will have to manage a number of requests and projects at one time. He/she may have to complete a number of tasks and responsibilities at one time, and must be prepared to deal with emergencies and stressful situations at any time. The need to supervise a number of staff and the need to meet continuous and tight deadlines often results in a stressful work environment. The level of responsibility and the potentially detrimental effects of decisions made by the SAO can also be a significant cause of stress and anxiety.



**CERTIFICATION**

<hr/> <p>Employee Signature</p> <hr/>	<hr/> <p>Supervisor's Title</p> <hr/>
<p>Printed Name                      Date</p>	<p>Supervisor's Signature              Date</p>
<p>I certify that I have read and understand the responsibilities assigned to this position.</p>	<p>I certify that this job description is an accurate description of the responsibilities assigned to the position.</p>
<hr/> <p>Mayor's Signature    Date</p> <p>I approve the delegation of responsibilities outlined above within the context of the attached organizational structure.</p>	

The above statements are intended to describe the general nature and level of work to be performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of the position.

Section/Number: Governance – 006	Approval Date: (DD/MM/YY)
Subject: Council Remuneration	Amendment Dates:
<p>Policy</p> <p>Council Members are entitled to an honorarium to compensate for time spent conducting Community Government business.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> <li>1. Council Members are entitled to a maximum honorarium as specified in Appendix A of this policy for conducting Council approved Community Government business which includes: <ol style="list-style-type: none"> <li>1.1. Attendance at Council Meetings</li> <li>1.2. Attendance as the Council approved Representative at Committee Meetings</li> <li>1.3. Attendance at other meetings or events as the Council Approved Representative and where Council agrees to pay an honorarium and/or travel expenses.</li> </ol> </li> <li>2. Council may, at its discretion, reimburse or pay travel and other expenses incurred by Council Members for authorized work conducted in connection with the affairs of the Corporation as outlined in the Duty Travel Policy. <ol style="list-style-type: none"> <li>2.1. Approval for reimbursement must be obtained prior to the Council Member's conduct of business and/or travel.</li> </ol> </li> </ol>	
<p>Attachments</p> <p>Council Remuneration Rates</p>	
<p>References</p> <p>Duty Travel Policy</p>	

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**Council Remuneration Rates**

For the fiscal year (year), the honorarium to be paid for each Council Member for attending and fully participating in Council or Committee Meetings and/or to travel on pre-approved Board business is as follows:

\$xxx for a full day

\$xxx for a half day

Reimbursement for travel expenses will be as specified in the Duty Travel Policy

Each Council Member is entitled to one Preparation Day per Regular Council Meeting to review Council materials and meeting packages. The Preparation Day is to be paid at a rate of:

\$xxx per day.