

**SALT SPRING ISLAND
FIRE PROTECTION DISTRICT (SSIFPD)
ADMINISTRATIVE REVIEW**

Report to the Board

TALLSKY
CONSULTING GROUP

October 2015

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1. EXECUTIVE SUMMARY:

The Salt Spring Island Fire Protection District (SSIFPD) Board of Trustees issued a Request for Proposal (RFP) in May 2015. The intent of the review is to evaluate and provide recommendations regarding the provision of efficient and cost-effective support to the Board and operational functions. TallSky Consulting Group was retained to complete the specified work.

This report addresses the following core deliverables:

1. A review of the recommendations of the Walker Resource Group “Fire Services Review”
2. A comparative analysis of staffing in comparative improvement districts / service areas
3. A review of the District’s current staffing model, organizational, and reporting structure
4. In addition, in the course of the engagement, TallSky was asked to provide critical feedback regarding the SSIFPD website

Summary of Recommendations:

1. RECOMMENDATION – The reporting relationship of the Administrative Assistant position, vis-a-vis reporting to the Fire Chief and/or reporting to the Corporate Administrator is not optimal in the opinion of the Corporate Administrator. To facilitate the orderly and accurate processing of payroll data (a clear accountability of the Corporate Administrator), there must be a reporting relationship between the Administrative Assistant and the Corporate Administrator. It is recommended that this be in the form of a direct reporting relationship from the Administrative Assistant to the Corporate Administrator and, among other responsibilities, should include duties associated with payroll processing and clerical/administrative functions. These have been articulated in the proposed new job description for both positions. The Board may wish to formalize this new reporting relationship by implementing the new proposed job description for the Administrative Assistant.
2. RECOMMENDATION – The Board review the terms of reference for the Corporate Administrator position found in Appendix D and consider implementing the proposed new Corporate Administrator job description in Appendix F. We further recommend that the review be conducted in isolation without specific consideration of the current incumbent (the description should fit the position, not the person currently doing the job).
3. RECOMMENDATION – The Board review the current “old” position description for the Administrative Assistant position found in Appendix E and consider implementing the proposed new Administrative Assistant job description in Appendix G.
4. RECOMMENDATION – The Board consider the reporting relationship between the Fire Chief, the Corporate Administrator, and the Administrative Assistant in the context of

the review of the terms of reference in Appendix D and E. It is recommended that the Administrative Assistant report to the Corporate Administrator, and that the Corporate Administrator in turn report to the Board of Trustees.

5. RECOMMENDATION – The Board consider the needs of the Corporate Administrator position for administrative support and further consider whether these needs can be met in whole or in part by the current Administrative Assistant position, or whether separate, part-time administrative support is required.
6. RECOMMENDATION – The Board provide an opportunity for team building or other engagement to foster an environment of collaboration, equitable distribution of work, and clearly defined reporting structure and accountability. A large portion of this, but not all, can be expressed through clearly defined job descriptions.
7. RECOMMENDATION – The Board consider options for payroll processing, including the requirement to enable the full functionality of QuickBooks or, as an alternative, to investigate outsourcing to a specialized service provider, and determine the cost/benefit of a move away from the current system.
8. RECOMMENDATION – The contract for design and maintenance of the current website be reviewed (separate from any existing accountability for IT management), and if necessary and with cost-effectiveness in mind, be re-specified to include delivery of a more efficient and appealing design and functionality.
9. RECOMMENDATION – To ensure confidentiality of Board matters, one or more separate email addresses should be established specifically for Board business.

2. BACKGROUND

In September 2014, the Walker Resource Group was contracted by the SSIFPD to conduct a comprehensive Fire Services Review. In January 2015, the final report from this review was submitted to the Board. A list of recommendations is attached to this report with #18 specifically addressing the administrative function.

“The Board should immediately assign a Task Force or subcommittee to examine the administrative function(s) within the SSIFPD and determine a roster of responsibilities and deliverables. An outside Human Resource advisor should be retained to assist in this regard and to create job description(s), a list of qualifications, and a valuation of the position(s). Current staff could be assessed against these findings and included in the interview process as necessary.”

The Walker Report states the need for a *“robust and professional administrative unit.”*

In the Spring of 2015, four new Board members were appointed to the seven-person Board. It is our understanding that the newly configured Board initiated the Administrative Review in response to:

- a) Recommendation #18 in the Walker Report; and
- b) The need to meet the Board’s on-going fiscal responsibility commitment to the residents of Salt Spring Island.

TallSky has been engaged specifically to undertake a review and analysis of the District’s administrative functions and guide deliberations of the Board of Trustees as to an appropriate staffing model to support the Board in an efficient and cost-effective manner.

TallSky launched the review by interviewing key individuals to obtain background and contextual information. Interviews were conducted with:

- Linda Lee – Board Chair
- Derek Hill – Trustee
- Tom Bremner – Fire Chief
- Andrew Peat – Corporate Administrator
- Iris Beck – Administrative Assistant
- Richard Walker – The Walker Resource Group
- Glen Saunders – FireWise Consultant

The terms of reference for the project included conducting research of comparator improvement districts/service areas and for the provision of a comprehensive comparison of staffing and budgets of administrative components in those areas. The consultant searched extensively to identify Fire Departments to include in the study. 28 Fire Departments were identified and approached to participate in the survey. In terms of comparability, Fire Services in Improvement Districts were anticipated to have the closest data, although Salt Spring is the only unionized Fire Service in this group.

A survey document was initially designed to solicit input from these participants and was subsequently expanded somewhat, at the request of Board members, to include some additional 'operational' data.

The survey met with at least two key challenges:

- City/Municipal organizations proved difficult at times as each is structured differently;
- Summer vacations caused delays in both identifying and obtaining data from participants.

We are pleased to report that of the 28 Fire Services invited, 21 participated at the time of writing and most were very helpful, particularly given the tight deadline. Four Fire Services declined (Kimberley, Oliver, Dawson Creek and Osoyoos). Three did not respond (Sooke, Gabriola Island, and Fernie).

Appendices

Appendix A illustrates participant/respondent status.

Appendix B reports all of the response data.

Appendix C is a comparative table that provides details regarding the participant Fire Services that are considered, by the consultant, to have some (varying) degree of comparability. These have been highlighted and referred to in the narrative of this report.

Appendix D contains terms of reference for the Corporate Administrator job description.

Appendix E contains the current "old" Administrative Assistant position description.

Appendix F contains the proposed "new" job description for the Corporate Administrator position.

Appendix G contains the proposed "new" job description for the Administrative Assistant position.

The information gathered was used in re-defining Corporate Administrator and Administrative Assistant roles and responsibilities and determining appropriate compensation. An additional and significant value gained from the survey process is the relationships established with the management of other Fire Departments in the Province. These contacts will be very useful for any future studies, such as an Operational Review, should the Board wish to pursue such a study in the future.

3. ANALYSIS and SUMMARY of DELIVERABLES

Deliverable #1

A review of the recommendations of the Walker Resource Group “Fire Services Review”

The Walker Resource Group “Fire Services Review, dated January 2015, contains 20 recommendations to the Board. These include recommendations regarding policy requirements, perceived gaps in protocol, budget creation and management, and issues related to public relations.

TallSky was asked to focus on Recommendation #18 to examine administrative functions and determine a roster of responsibilities and deliverables for the Corporate Administrator position and the Administrative Assistant position, in comparable positions (community size, budget, authority, etc.).

- Survey detail is presented in Appendix C.
- A framework of responsibilities/accountabilities of a Corporate Administrator is found in Appendix D; and a proposed new Job Description is found in Appendix F.
- The current, “old” Job Description for the Administrative Assistant (2012) is found in Appendix E; and a new Job Description, incorporating comparable duties from other similar positions, is found in Appendix G.

Deliverable #2

A comparative analysis of staffing in comparative improvement districts / service areas

The material in this section should be reviewed in close association with the material in “Deliverable #3”.

Evaluation of the District’s administrative functions included a survey of other Fire Services in British Columbia as well as on-site and telephone interviews with SSIFPD Board members, the incumbents of the two roles and with the Fire Chief. 28 comparative services were surveyed and, with only a few exceptions, most provided information regarding the roles of the Corporate Administrator and Administrative Assistant or their equivalents.

This review enabled us to source comparative data as well as develop a list of core responsibilities and accountabilities for the Corporate Administrator position and the Administrative Assistant position. TallSky has provided details regarding the requirements and duties of both the Corporate Administrator and the Administrative Assistant in Appendix D and E.

Information was collected via survey. In many cases, the respondents reported that the Corporate Administrator function was part of a broader position held by various senior

municipal/district staff. However, some respondents reported a dedicated Corporate Administrator position.

Corporate Administrator Summary

Corporate Administrator compensation ranged from an honorarium (for a handful of respondents) to salaries between \$100,000 and \$150,000 per year, plus benefits.

In the latter examples, the Corporate Administrator position has broad accountabilities related to overall civic management. At this time, the consultant does not suggest a change to the compensation structure for the Corporate Administrator position. However, the consultant is prepared to consider this further if the Board wishes to bring additional information to our attention.

In Appendix D, we have provided a list of comparable attributes that were useful in the development of a position description for the Corporate Administrator position.

Consultation with the client with regards to the material presented in Appendix D, and any other supporting material provided by the client, has enabled us to prepare a proposed “new” Corporate Administrator job description found in Appendix F.

Action Item #1 – Corporate Administrator Job Description

The Board review the proposed “new” Corporate Administrator job description presented in Appendix F and consider implementing this job description.

Administrative Assistant Summary

Less than half the respondents reported a dedicated Administrative Assistant position. Those that reported having such a position, reported an approximate compensation range of \$25-30/hour full or part-time, plus benefits.

This is typical compensation for this role regardless of the size of the organization. At this time, the consultant suggests the Board may wish to consider a small increase in the compensation for the Administrative Assistant position (from current \$22/hour to \$24 - \$25/hour).

In Appendix E, we have restated the current Administrative Assistant position description, incorporating comparable attributes and on-site observations and interviews.

Action Item #2 – Administrative Assistant Job Description

The Board review the proposed Administrative Assistant job description presented in Appendix G and consider implementing the job description.

Deliverable #3

A review of the District's current staffing model, organizational, and reporting structure

In comparable organizations, the organizational structure typically includes a Fire Chief, one or two Deputy Chiefs and a paid Administrative Assistant. In organizations of a similar size, the current structure of the department is consistent with that of other comparable departments.

The Corporate Administrator role, however, varied from respondent to respondent and was generally viewed as a broader civic administrative role, with a widely varying scope of responsibilities and accountabilities that may or may not include oversight of the fire department.

In most cases where the Corporate Administrator role is present, administrative support is provided directly through either a sole or shared position.

Some of these issues arising from the current reporting structure are of a highly sensitive nature and also beyond the scope of our assignment. Where appropriate, we have provided observations and comments related to these factors, and incorporated these into our recommendations.

It is our sincere belief that Information gathered as part of the survey regarding the way other Fire Departments organize and manage their secretarial, administrative and financial management functions will be very useful.

Deliverable #4

In addition, in the course of the engagement, TallSky was asked to provide critical feedback regarding the SSIFPD website.

In our view, the SSIFPD website is not optimal in providing information, engaging the public, and providing easy access to key resources.

The link from the CRD website provides a link “read more” that encourages users to access the SSIFPD website. However, the link provides access to a mobile SSIFPD app/site. On this app/site, the link entitled “Venting Index” is broken. Users are further encouraged by a link to access the SSIFPD website.

The information on the SSIFPD is, in the opinion of the Board and agreed by us, not well organized and is presented all on one page. This requires the user to scroll through considerable material to navigate and discover any updates or information relevant to the reason they visited the page.

While not intended as an explicit recommendation for duplication, TallSky would refer the reader to the websites for Gabriola Volunteer Fire Department, Esquimalt Fire Department, and others that employ:

- clear logos and appealing banners;
- an easily navigated menu with subordinate pages;
- a balance of text and images in a harmonized presentation; and
- a core banner with critical information (fire hazard rating, emergency contacts, etc.).

4. OBSERVATIONS and RECOMMENDATIONS:

- 1 The current reporting structure may not be optimal with regards to the working relationship between the Corporate Administrator and the Administrative Assistant. The absence of a clearly defined reporting relationship, if deemed appropriate, may contribute to confusion over the scope of duties for the Administrative Assistant and the expectations of the Corporate Administrator with regards to support.

RECOMMENDATION #1 – The reporting relationship of the Administrative Assistant position, vis a vis reporting to the Fire Chief and/or reporting to the Corporate Administrator is not optimal in the opinion of the Corporate Administrator. To facilitate the orderly and accurate processing of payroll data (a clear accountability of the Corporate Administrator), there must be a formal reporting relationship between the Administrative Assistant and the Corporate Administrator. It is recommended that this be in the form of a direct reporting relationship from the Administrative Assistant to the Corporate Administrator and, among other responsibilities, should include duties associated with payroll processing and clerical/administrative functions. These have been articulated in the proposed new job description for both positions. The Board may wish to formalize this new reporting relationship by implementing the new proposed job description for the Administrative Assistant.

- 2 The role of the Corporate Administrator has broadened from primarily a Recording Secretary to include financial administration. There is no job description for the Corporate Administrator function. Draft terms of reference for a job description have been provided in Appendix D. A proposed “new” job description has been provided in Appendix F.

RECOMMENDATION #2 – The Board review the terms of reference for the Corporate Administrator position found in Appendix D and consider implementing the proposed “new” Corporate Administrator job description in Appendix F. We further recommend that the review be conducted in isolation without specific consideration of the current incumbent. (The description should fit the position, not the person currently doing the job.)

- 3 The role of the Administrative Assistant has partially evolved based on the skill set of the current incumbent, the administrative skills of the Fire Chief, on internal relationships and on personalities vs. organizational effectiveness. The job description is out-dated.

RECOMMENDATION #3 – The Board review the current “old” position description for the Administrative Assistant position found in Appendix E and consider implementing the proposed new Administrative Assistant job description in Appendix G.

- 4 The roles of the Corporate Administrator and Administrative Assistant currently operate with minimal collaboration. The roles of the Administrative Assistant and the Corporate Administrator have evolved over time based on incumbent skills, physical desk and office location, and management style, rather than through deliberate design. This is not uncommon particularly in non-profit organizations. In the consultant’s opinion, simply revising job descriptions at this time will likely do little to resolve perceived issues that may negatively impact opportunities for collaboration.

RECOMMENDATION #4 – The Board consider a formal direct reporting dotted relationship between the Corporate Administrator and the Administrative Assistant (resulting in the Corporate Administrator formally supervising the Administrative Assistant) in the context of the review of the terms of reference in Appendix D and E.

RECOMMENDATION #5 – The Board consider the needs of the Corporate Administrator position for administrative support and further consider whether these needs can be met in whole or in part by the current Administrative Assistant position, or whether separate, part-time administrative support is required.

RECOMMENDATION #6 – The Board provide an opportunity for team-building or other engagement to foster an environment of collaboration, equitable distribution of work, and clearly defined reporting structure and accountability. A portion of this, but not all, has been expressed through clearly defined job descriptions found in Appendices F and G.

- 5 Although outside the scope of the contract, the consultant was asked for an opinion on the payroll system. From interviews with staff, it is understood that there have been ongoing problems and some significant errors, reportedly made by the part-time bookkeeping consultant. The system used for payroll processing is (Quick Books). In the opinion and experience of the consultant, there are several options for payroll processing that would increase timeliness, decrease errors, and improve reporting.

It has been reported to the consultant that QuickBooks contains several functions that may meet the needs of the SSIFPD if they were implemented (and done so without error) by the outside consultant engaged to prepare biweekly payroll. Further, data is provided by SSIFPD that would support better reporting and payroll preparation if these QuickBooks functions were implemented.

A second option for payroll processing is to outsource payroll through a firm such as Payworks or Ceridian and similar services. In the considerable experience of the consultant, not-for-profit organizations with a total payroll of as little as \$150,000 have found this outsourcing option to be a cost-effective and efficient solution.

RECOMMENDATION #7 – The Board consider options for payroll processing, including the requirement to enable the full functionality of QuickBooks or, as an alternative, to investigate outsourcing to a specialized service provider, and determine the cost/benefit of a move away from the current system.

- 6 Also outside the scope of the contract, the consultant was asked for an opinion on the web site. As noted above, the consultant agrees with the opinion of the Board that the website could be improved. The current design is well intentioned and was delivered in the spirit of passion for the SSIFPD and its mission. However, over time it has not remained cohesive and is therefore less than optimal in representing the SSIFPD to the public. More competitive outsourcing is a possibility as there are at least six web design companies operating on Salt Spring Island. The consultant realizes that website management may be delivered currently as part of a larger accountability for IT services. A recommendation to consider cost-effective alternatives for website management is, at this time, to be considered separately from the larger accountability.

RECOMMENDATION #8 – The contract for design and maintenance of the current website be reviewed (separate from any existing accountability for IT management), and if necessary, be re-specified to include delivery of a more efficient and appealing design.

- 7 Also outside the scope of this engagement, the consultant was asked to comment on email privacy.

Emails created, sent, and received while engaged in the business of an organization are not considered to be private from that organization. Some organizations develop policy to that effect, which employees, contractors, volunteers, etc. are required to sign. If the Board desires confidentiality and privacy for communications between Board members, one or more separate email addresses would be required. Underlying the issue of privacy there are often issues of trust and transparency. Whereas there are certainly some communications that are sensitive and that should be carefully protected, for everyday communications between co-workers, work emails are not private.

RECOMMENDATION #9 – To ensure confidentiality of Board matters, one or more separate email addresses should be established specifically for Board business.

SURVEY RESPONDENTS

Appendix A

Fire Service	Governance	Unionized	Invited to participate	Responded
Comox Fire Protection District	Improvement District (but joint venture with Town of Comox)	No	Yes	Yes
Courtenay Fire Protection District	Improvement District	No	Yes	Yes
Cowichan Bay Volunteer Fire Rescue	Improvement District	No	Yes	Yes
Gabriola Fire Protection District	Improvement District	No	Yes	NO
Grand Forks Fire Protection District	On the list of Improvement Districts –however is a Municipality	No	Yes	Yes
Mayne Island	Improvement District	No	Yes	Yes
North Cedar	Improvement District	No	Yes	Yes
Oliver Fire Protection District	Improvement District	No	Yes	Declined (no time)
Osoyoos Rural Fire Protection District – (new fire hall - \$6.6m)	Improvement District	No	Yes	Declined (not interested)
Pender Harbour Fire Protection District	Improvement District	No	Yes	Yes
Pender Islands Fire Protection Society	Improvement District	No	Yes	Yes

SURVEY RESPONDENTS

Appendix A

Fire Service	Governance	Unionized	Invited to participate	Responded
Shawnigan Lake	Improvement District	No	Yes	Yes
Campbell River Fire Services	City	Yes	Yes	Yes
Cranbrook Fire and Emergency Services	City	Yes	Yes	Yes
Fernie Fire Department	City	Yes	Yes	NO
Nelson Fire Rescue	City	Yes	Yes	Yes
Powell River Fire Rescue	City	Yes	Yes	Yes
Sooke Fire Department	Municipality	Yes	Yes	NO
Dawson Creek	City	Yes	Yes	Declined (no time)
Terrace Fire Department	City	Yes	Yes	Yes
Trail Fire Rescue	Kootenay/Boundary Regional District	Yes	Yes	Yes
Castlegar Fire Services	City	No	Yes	Yes
Colwood Fire Services	City	No	Yes	Yes
Duncan Volunteer Fire Department	City	No	Yes	Yes
Invermere Fire Rescue	Municipality	No	Yes	Yes
Kimberley	City	No	Yes	Declined (not interested)
Merritt Fire Rescue Department	Municipality	No	Yes	Yes

APPENDIX D

CORPORATE ADMINISTRATOR – TERMS OF REFERENCE

The LOCAL GOVERNMENT ACT, [RSBC 1996] CHAPTER 323, Part 23 — Improvement Districts provides a specific description of the required roles of a Corporate Administrator and a Financial Administrator, both of which answer to the Board of Trustees. These two roles may be combined and are often found within the description of responsibilities for the role of Corporate Administrator, especially in larger civic organizations. The following is excerpted:

Corporate administration

738.2 One of the officer positions established under section 738.1 must be assigned the responsibility of corporate administration, which includes the following powers, duties and functions:

- (a) ensuring that accurate minutes of the meetings of the board of trustees and its committees are prepared and that the minutes, bylaws and other records of the business of the board and its committees are maintained and kept safe;
- (b) ensuring that access is provided to records of the board of trustees and its committees, as required by law or authorized by the board;
- (c) signing and certifying copies of bylaws and other documents, as required or requested;
- (d) accepting, on behalf of the improvement district or the board of trustees, notices and documents that are required or permitted to be given, served on, filed with or otherwise provided to the improvement district or board of trustees;
- (e) keeping the improvement district's seal and having it affixed to documents as required.

Financial administration

738.3 One of the officer positions established under section 738.1 must be assigned the responsibility of financial administration, which includes the following powers, duties and functions:

- (a) receiving all money paid to the improvement district;
- (b) ensuring the keeping of all funds and securities of the improvement district;
- (c) expending and disbursing money in the manner authorized by the board of trustees;
- (d) investing funds, until required, in investments under section 745
(4) [*authority equivalent to municipal investment authority*];
- (e) ensuring that accurate records and full accounts of the financial affairs of the improvement district are prepared, maintained and kept safe;
- (f) compiling and supplying information on the financial affairs of the improvement district required by the inspector.

CORPORATE ADMINISTRATOR
SCOPE OF ACCOUNTABILITIES AND DUTIES

COMPARATIVE ATTRIBUTES FOR CONSIDERATION
IN DEFINING THIS POSITION DESCRIPTION

1. Ensures the orderly and efficient operation of the Administration of the Town by effective and progressive supervision, both direct and indirect, of the employees of the Town including the administration of Collective Agreements.
2. Ensures high levels of staff competence and efficiency through the use of effective and progressive evaluation procedures coupled with the use of appropriate training and retraining procedures.
3. Provides advice to Board, as required, with regard to property, facilities, services, organization, regulations, by-laws and contracts by means of clear concise proposals regarding construction, development, expansion and the establishment of new policies and guidelines as well as the implementation of new policies on wage and working conditions.
4. Promotes the town's short and long term economic plans, activities, initiatives and developments through the planning and development of strategies to target growth, expansion and development; preparation and/or overseeing the preparation of marketing and promotion literature, brochures and other materials; attendance and delivery of presentations at trade shows, conferences, seminars, meetings, and workshops; development and maintenance of liaison and strong partnership with the business community, federal and provincial government and other agencies involved in economic development; and to actively seek business opportunities by negotiating and providing information and assistance to persons/businesses wishing to establish and/or expand existing businesses.
5. Provides reliable information on all Board-directed activities through the provision of timely, well-researched reports and papers including budget estimates and analysis.
6. Provides timely monitoring and regulatory services through personal involvement and/or the direction of others by maintaining current knowledge regarding all contracts with Board, permits, franchises, privileges and agreements and enforcing the terms of each referring the matter to Board if such administrative action does not have the desired effect.

7. Provides effective liaison with the appropriate Government Departments, other Boards, municipal organizations, those doing business with the Board, the media and the general public by the use of diplomacy, tact, and excellent communication and interpersonal skills.
8. Maintains a high level of personal competence through the maintenance of knowledge of municipal administration, management principles and labour relations by personal study, maintenance of current information resources and consultation with those who have expertise in various given fields appropriate to the responsibilities of the position.
9. Ensures high levels of communication and rapport between the Board and the citizens by making use of the significant knowledge levels attained and the use of effective communication and interpersonal skills.
10. Participates in the selection and/or promotion procedures for all staff by reviewing and/or assessing all applications for employment and interviewing, assessing and/or approving, as the case may be, all applicants chosen for further consideration and/or appointment.
11. Participates in the provision of discipline or termination for cause, as required, of any subordinate employee of the Board by direct involvement in the disciplinary process including dismissal or the effective recommendation thereof.
12. Ensures the maximum effectiveness and efficiency of the Town by performing such other functions as may be appropriate and which the incumbent is qualified to perform.

APPENDIX E

ADMINISTRATIVE ASSISTANT

Current Position Description for the SSIFPD Administrative Assistant

SSIFR ADMINISTRATIVE ASSISTANT – JOB DESCRIPTION DATE: JULY / 2012

POSITION FUNCTION:

Reporting to the Fire Chief, the Assistant provides a variety of administrative, clerical and technical support to all divisions of the SSIFR and SSIFPD Trustees.

This is a highly responsible position, requiring competency with a diverse range of administrative, technical and non-technical skills in order to provide a variety of support necessary to each division of the fire service.

This position is a key position within the SSIFR administration structure, and requires superior organizational, positive attitude, friendly smile and communication skills.

KEY DUTIES & RESPONSIBILITIES:

1. Provides administrative, clerical and communication services in full support of the Fire Chief's Office and fire service as a whole.
2. Produces a variety of reports, forms, agreements, guidelines, specification and tender documents, routine and confidential memorandums and letters from typed or handwritten copy. Composes letters as directed. Ensures the quality of all outgoing SSIFR / SSIFPD correspondence, reports and communications.
3. Responsible, in conjunction with all divisions of the SSIFR, for the development, editing and publishing of the SSIFR Annual Report, which provides the public with an illustrative summary of the SSIFR activities and statistical data.
4. Responsible to manage bi-weekly timesheets for all SSIFR personnel which will include the Duty Officer payroll commencing the fall of 2012. Ensures accuracy, and forwards them to the Payroll clerk
5. Responsible for ordering all office supplies and managing contracts pertaining to general administration operations or equipment.
6. Responsible for the review & copying of the monthly Chief's report to SSIFPD meeting(s) or other meetings as requested. May be requested to attend meetings, takes minutes & produce official minutes for record.
7. Books and maintains a record of the Training room for usage.

8. Responds to enquiries from staff, other departments, outside agencies, and the public on general SSIFR issues. Takes calls from the public for non-emergency requests for assistance and passes the information on to the appropriate SSIFR Officer or agency. Acts as a liaison with other departments and outside agencies as required.
9. Issues and signs fire permits on behalf of the Fire Chief's office handles funds collected, completes related records, and forwards proceeds to the Bookkeeper or banking institution as required. Acts as liaison with to ensure proper completion of the fire permits, and continuity of information relayed to the general public regarding the burning regulations. Supports reviews and maintains an annual electronic database of all permits issued for statistical purposes.
10. Responsible for the production and distribution of the annual allowed and burning ban schedules to residents, which requires liaison with other agencies and locations to ensure appropriate information distribution to the public through various mediums.
11. Responsible for the ongoing maintenance of the in-house SSIFR Operational Guidelines Station manual as directed by the Fire Chief or designate
12. Proactively assists in support of development and implementation of administrative policies and housekeeping of procedures and operational guidelines.
13. Assists and fully supports the Fire Chief in communication planning, customer service issues and the implementation of related projects.
14. Provides administrative and clerical support to the Training and Fire Prevention / Inspection Divisions, including all administrative aspects of the recruitment process for Paid-On-Call firefighters.
15. If requested shall, registers Staff and Paid-On-Call Firefighters for courses, conventions and conferences, accommodation and transportation as directed.
16. Completes appropriate paperwork for the Fire Chief's signature to arrange for per diem cheques and travel advances.
17. Manages and forwards expense claim forms to the Chief for processing.
18. Maintains the FDM computer database on a daily basis when implemented. Provides statistical analysis and reports in support of all divisions of the SSIFR including confidential personnel records, training records, fire inspection records, and emergency incidents.

19. Manages all purchase orders, invoices and associated accounts payable and receivable records for the SSIFR prior to submission to the Chief for processing.
20. Maintains a record of all Purchase Order transactions processed through the Operational and Capital Budgets to ensure continuity of records.
21. Balances and maintains records for the SSIFR Petty Cash Fund.
22. Provides financial information to the Fire Chief for annual budgets and budget reports utilizing internal financial records and spreadsheets from the financial records as requested.
23. Performs cost analysis as needed.
24. Fully supports the Fire Chief by assisting with planning, preparation, and submission of the departmental Operational, Capital and Amended Budgets.
25. Acts as temporary radio communications operator and provides communication services in full support of the SSIFR during emergency responses that occur during regular hours of work, if needed.
26. Maintains the daily office functions of the fire station handling all public enquires while staff is at an emergency or out of the station.
27. During a large scale emergency, maybe requested to provide radio dispatch relief or full administrative support to the Fire Chief or designate at the Emergency Operations Centre, according to personal training levels.
28. Arranges for a trained fill-in person for Administrative support in advance of any known absents and informs the Chief who will be filling in prior to the absents by email.
29. Maintains records for all areas of recording responsibilities..

30. Hours of Work:

7.5 hours per day 37.5 hours per week

Starting time 08:30am until 5:00pm Monday to Friday

Lunch 60 minutes (Not Paid) preferred 12:30 to 1:30pm

Two fifteen minutes breaks per day (paid) 15 in the morning 15 in afternoon.

However they may need to be adjusted upon work-load.

Missing or not taking the 15-minute breaks will not create banked time or permit early day dismissal. Before taking any break or leave from the desk position, please inform a staff member of intent.

Dress shall be professional and business like in manner. No blue jeans shall be allowed other than on acceptable fundraiser days.

REQUIRED TRAINING, EXPERIENCE OR SKILLS:

1. Thorough knowledge of business English, spelling and punctuation.
2. Minimum keyboarding speed of 60 wpm.
3. Working level operation of current word processing and spreadsheet programs, fire management software (FDM) and other internal programs.
4. Ability to develop and initiate new report forms and data systems to enhance and stream line all record keeping information.
5. Considerable knowledge of database functions and a demonstrated ability to create and work with Excel spreadsheets.
6. A financial background or successful completion of a basic accounting course.
7. Strong understanding and working knowledge of accounting and budget structures.
8. Ability to work independently, to a deadline, and with a flexible work environment.
9. Ability to take and transcribe action minutes.
10. Strong communication skills. Ability to deal with the public in a courteous and tactful manner.
11. Ability to remain calm during an emergency incident. Must be able to work well under pressure.
12. Strong interpersonal skills. Ability to work and cooperate with co-workers and Paid-On-Call firefighters.
13. Working knowledge of the standard etiquette, language and procedures for radio communications in a fire service setting. A basic understanding of the CREST Radio System.
14. The ability to recognize sensitive and cautious issues and pass them on to the appropriate management level.

Educational Opportunities:

Training that is considered to be of benefit to the position will be reviewed for authorization by the Chief or Designate.

Behavioral Competencies; Not limited to the following:

Analytical Thinking, Customer Service, Communication, Decision Making, Flexibility, Initiative, Networking/Relationship Building, Organizational Awareness, Teamwork and Cooperation, Values and Ethics and will be required to work with minimal supervision.

Mental/Emotional Strain:

Can be demanding due to sensitive nature of the work and level of inquiries.

Internal Contacts:

- SSIFR Management • IAFF Local 4467 • All personnel of the SSIFR • SSIFPD Trustees

External Contacts:

- Public • Other Emergency services • External Fire Departments • Outside consultants and other organizations providing service to SSIFR • Other Levels of Government

Wages:

Annual wage increase will be based on the yearly appraisal results conducted in May by the Chief and Deputy Chief.

Employee Benefits:

After completion of probationary period entitlement to 18 hours per month sick time. Upon completion of the first year anniversary employment date, the employee is entitled to three weeks of vacation annually. Health benefit package as offered by the SSIFPD.

Full adherence to the Rules and Regulations of the SSIFR, Operational Guidelines (when applicable) and Occupational Safety and Health Program are required.

Confidentiality is of utmost importance, any violation of it will be looked at as a very serious matter, and disciplinary actions may be take place upon investigation.

Being aware and respecting the sensitivity and cautious nature of this position plays a huge roll in the administrative professionalism. Making sure all management items are respected and forwarded appropriately to management.

This "Job Description" supersedes any existing drafts or documentation prior to the date indicated above relating to this position.

SALT SPRING ISLAND FIRE PROTECTION DISTRICT

Position Title: Corporate Administrator

Reports to: Board of Trustees

Updated: October 2015

Organizational Focus:

The Corporate Administrator reports to the Board of Trustees, taking direction from the Chair or designated alternate. The position is focused on fulfilling the statutory obligations for corporate administration and financial administration as defined by the *Local Government Act*. In addition, the position works collaboratively with the Fire Chief and directly supervises the Administrative Assistant and other clerical support positions to ensure efficiency in the daily administrative and financial operations of the SSIFPD. The position is influential in maintaining a strong, solution-focused, team-spirited workplace culture.

Position's Primary Objectives:

1. Fulfills the statutory obligations for corporate administration and financial administration as defined by the *Local Government Act*;
2. Oversees daily operational activities pertaining to financial and corporate administration;
3. Establishes operating procedures, work methods and standards aimed at maintaining best practices regarding Board Meeting protocols and administration, corporate records management and information and privacy requirements;
4. Accountable for the integrity and accuracy of all financial records including the payroll system.

Key Responsibilities:

1. In compliance with the *Local Government Act* and under direction from the Board Chair and other members of the Board, assumes responsibility for corporate administration including:
 - organizing Board of Trustee and Board sub-committee meetings, including soliciting agenda input, preparing and distributing agendas and Board packages;
 - attending Finance Committee and HR Committee meetings, and other Board meetings where appropriate, as Recording Secretary or delegates as appropriate;
 - ensuring the preparation and dissemination of accurate minutes, following up on committee reports and tracking on-going items;
 - maintaining the safety and security of minutes, bylaws and other records and ensuring these records are accessible, as required by law or authorized by the Board;
 - responding to requests for information from the public according to the requirements of the *BC Freedom Of Information and Protection of Privacy Act*;
 - signing and certifying copies of bylaws and other documents as required or requested;
 - accepting, on behalf of the SSIFPD or the Board of Trustees, notices and documents that are required or permitted to be given, served on, filed with or otherwise provided to the SSIFPD;
 - keeping the SSIFPD seal and having it affixed to documents as appropriate;
 - responding, as appropriate, to emails and other correspondence directed to the Trustees;
 - maintaining requisite liaison between the SSIFPD Improvement District Board and Provincial authorities on administrative issues and with retained legal counsel on current issues;

- acting as contact point for public enquiries re: issues such as SSIFPD boundary extensions, referring to Chief for sign-off and to Board for review and approval.
2. In compliance with the *Local Government Act* and under direction from the Board Chair, Chair of the Finance Committee and other members of the Board, ensures the District follows best practices in daily financial administration, operating procedures, work methods and standards;
 - ensuring the effective receipt, record and safe-keeping of all funds and securities of the SSIFPD;
 - expending and disbursing money in the manner authorized by the Board of Trustees;
 - investing funds, until required, in investments under section 745 (4);
 - advising the Board on financial implications related to Collective Agreement contract negotiations;
 - ensuring that accurate records and full accounts of the financial affairs of the SSIFPD are maintained and kept safe;
 - compiling and supplying information on the financial affairs of the SSIFPD as required by the Inspector;
 - consulting with the Fire Chief to plan, prepare and develop the Operational, Capital and Amended Budgets;
 - monitoring the financial performance of the SSIFPD, providing regular reports and recommendations to the Board and implementing measures to improve financial outcomes;
 - overseeing the smooth operation and updating of Information Technology (IT) infrastructure and related services;
 - directing the accurate and timely processing of payroll and advising the Board on technologies, methods, procedures and other measures to improve the process;
 - working closely with the Administrative Assistant to ensure all clerical financial administration functions comply with the *Financial Administration Act*, and with the policies and procedures of the SSIFPD, including processing of accounts payable and accounts receivable and staff expense claim;
 - providing backup in absence of Bookkeeper for bookkeeping and payroll functions.
 3. Supports the Board of Trustees by undertaking a variety of tasks and projects related to improving or maintaining the integrity of the District's financial management practices and the efficiency of corporate administration.
 4. Researches, drafts and, on Board approval, implements and maintains administrative policies.
 5. Provides input and support during union contract negotiations including timely and accurate costing implications of any proposals.
 6. Meets weekly with Chief to update mutual issues and attends staff meetings.

Qualifications: (minimum Education and Experience requirements):**Education:**

- Degree in Finance or related field.
- Degree in Public Administration preferred.
- Recognized professional accounting designation preferred.

Recent, Related Experience:

- Minimum of 5 years in progressively more responsible financial management/administration roles, preferably in a Local Government setting.
- Experience working with a Board preferred.

Knowledge, Skills and Abilities:

- Excellent knowledge of the *Local Government Act, Financial Administration Act, Freedom Of Information and Protection of Privacy Act* and other related statutes.
- Excellent communication, interpersonal and problem-solving skills.
- Demonstrated skills in building collaborative working relationships.

Note: *An equivalent combination of education and experience may be considered.*

Behavioural Competencies Assigned To The Role:

- Analytical Skills
- Initiative and Problem Solving
- Relationship Building
- Teamwork and Cooperation

Internal Contacts:

SSIFPD Board of Trustees

SSIFPD management and staff

IAFF Local 4467

External Contacts:

Public (primarily through correspondence)

External consultants and other organizations providing services to SSIFPD

Other levels of government

SALT SPRING ISLAND FIRE PROTECTION DISTRICT

Position Title: Administrative Assistant

Reports to: Corporate Administrator

Updated: October 2015

Organizational Focus:

The Administrative Assistant reports directly to the Corporate Administrator and supports all SSIFPD divisions by delivering administrative, clerical and secretarial services efficiently and effectively. As a central service to the District, the Administrative Assistant plays a significant role in maintaining a strong, solution-focused, team-spirited workplace culture.

Position's Primary Objectives:

1. Performs a variety of clerical, secretarial, administrative and reception functions to support the Fire Chief and to contribute to the efficient and effective operation of the SSIFPD.
2. Provides support to the Corporate Administrator regarding financial administration (e.g. Payroll) and other clerical tasks (e.g. maintaining central filing system).
3. Contributes to creating strong and positive relationships with all internal and external stakeholders.

Key Responsibilities:

1. Under direction from the Corporate Administrator and Fire Chief, provides clerical, secretarial, administrative and reception support to contribute to the efficient operation of the Fire District including:
 - preparing (composing as required) and typing routine and confidential correspondence, forms, letters, agreements, guidelines, tender documents and reports;
 - responding to enquiries from staff, other departments, outside agencies and the public on general information issues;
 - receiving calls from the public on non-emergency requests for assistance and re-directing to appropriate SSIFPD Officer or agency;
 - receiving and redirecting emergency calls from the public (as required);
 - coordinating and assisting in the development, editing and publishing of the SSIFPD Annual Report;
 - reviewing/editing the Fire Chief's monthly SSIFPD report;
 - attending meetings and recording/producing minutes as requested;
 - pro-actively identifying and recommending improvements to administrative policies and procedures;
 - ensuring all office equipment and supplies are maintained and replenished and managing related equipment maintenance service contracts;
 - managing time sheets and scheduling of all SSIFPD personnel;
 - maintaining multiple calendars, including training room, shift and for Fire Chief.

2. Performs a variety of duties to support the accurate and timely financial administration of the SSIFPD including working in a close, supportive and collaborative manner with the Corporate Administrator:
 - assisting the Fire Chief and the Corporate Administrator with the planning, preparation and submission of the District Operational, Capital and Amended Budgets;
 - maintaining time-sheets and leave/vacation records for staff to ensure accuracy and in accordance with the requirements of the terms and conditions of the Collective Agreement; forwards to bookkeeper for payroll processing;
 - proactively where possible, identifying and reporting discrepancies related to the accuracy of payroll and financial processes to the Corporate Administrator and providing ideas and assistance for their resolution where appropriate;
 - ensuring accuracy of expense claims for staff prior to forwarding to the Chief, and preparing documentation for per diem cheques and travel advances for the Fire Chief's signature;
 - maintaining a record of all Purchase Order transactions through the Operational and Capital Budgets;
 - overseeing accounts payable and receivable documentation including purchase orders, invoices and associated records to ensure accuracy; submits to bookkeeper for processing;
 - balancing and maintaining records for the SSIFPD Petty Cash Fund.

3. Performs a variety of other duties to support the SSIFPD including:
 - responding to requests from members of the Board Of Trustees and providing assistance and support accordingly;
 - advising the public on the rules and regulations pertaining to burning permits;
 - issuing fire permits on behalf of the Fire Chief's office, including collecting funds, completing related records and forwarding to the Corporate Administrator;
 - maintaining an electronic database of all permits issued;
 - liaising with other agencies and producing and distributing the annual allowed and burning ban schedules to residents, utilizing various communication mediums;
 - providing administrative and clerical support to the Training and Fire Prevention/Inspection Divisions including all administrative aspects of the recruitment process for Paid-On-Call firefighters;
 - registering Staff and Paid-On-Call firefighters for courses, conventions and conferences;
 - contributing to the initiative to digitize SSIFPD records to protect the integrity of the information by consulting with the Corporate Administrator and/or external resources; entering data into the system and generating a variety of reports as requested;
 - contributing creative ideas for the SSIFPD web site and liaising with the web site administrator to ensure information remains accurate and current;
 - maintaining and updating conventional and social media including Salt Spring Exchange, Facebook, Driftwood paper and parts of the website;
 - entering all Incidents, training records and public events in various databases.

Qualifications: (minimum Education and Experience requirements):**Education:**

- Certificate or diploma in Business or Office Administration preferred.
- Successful completion of basic accounting and budgeting courses.

Recent, Related Experience:

- A minimum of 2 years directly related experience or a minimum of 5 years progressively more responsible experience in related positions.

Knowledge, Skills and Abilities:

- Proficiency in office technology applications such as MS Office/Outlook and other related software programs.
- Excellent communication, interpersonal and relationship building skills.
- Demonstrated collaborative and solution-oriented working style.
- Working knowledge of QuickBooks preferred.
- Basic knowledge of the CREST Radio System.
- Basic knowledge of web technology.
- Ability to work well under pressure, for instance maintaining calm during emergency incidents.
- Ability to maintain confidentiality.
- **Note:** *An equivalent combination of education and experience may be considered.*

Behavioural Competencies Assigned To The Role:

- Relationship Building
- Teamwork and Cooperation
- Initiative and Problem Solving
- Customer Service orientation
- Attention to Detail
- Patience

Internal Contacts:

SSIFPD management and staff

SSIFPD Board of Trustees

IAFF Local 4467

Volunteer Association**External Contacts:**

Public

Other Emergency Services

External Fire Departments

External consultants and other organizations providing services to SSIFPD

Other levels of government