

Staff Report: Draft Policy – “Administrator – One Employee Model”  
To: Board of Trustees  
Fire Chief Arjuna George  
From: Andrew Peat CAO  
Date; December 18, 2018

Attached for your information and consideration is a proposed policy statement establishing by policy that the District endorses the “Administrator – One Employee of Board model of Corporate structure. The language is based on the District of West Kelowna’s policy which was circulated at the December 1, 2018 Governance Workshop (copy attached). A relevant section from the Improvement District Trustee’s Handbook (pages 18 & 19) is also attached.

**Recommendation**

I would recommend that the proposed policy be reviewed by the Human Resources and Strategic Planning committees.

Early next year the Board will have to begin in earnest the job of finding my replacement. Corporate structure (“One Employee model”) is a fundamental part of the job description and should be decided before the position is posted.

*Salt Spring Island Fire Protection District*

**POLICY MANUAL**

Section	
Policy Number	
Policy Title	Administrator – One Employee of Board

**PURPOSE**

To codify practices and establish by Policy that the Salt Spring Island Fire Protection District endorses the “Administrator – One Employee of Board” model of Corporate structure. This model identifies the *Administrator* as the *Board of Trustees’* only employee; all other *District* employees directly or indirectly report to the *Administrator* rather than to the *Board of Trustees*. The *Administrator* is the link between policy makers (*Board of Trustees*) and policy implementers (staff).

**DEFINITIONS**

“*Administrator*” as established in the *District’s* “Officer Positions Establishment Bylaw No. 85”;

“*Board of Trustees*” means the Board of Trustees of the Salt Spring Island Fire Protection District;

“*District*” means the Salt Spring Island Fire Protection District; and

“*Trustee*” means a person elected as provided in the Letters Patent to be a member of the *District’s Board of Trustees*.

**STATEMENT OF POLICY**

The *Administrator* is the *Board of Trustees’* chief policy advisor. The *Administrator* is responsible for providing the Board with background information to make policy decisions, and for ensuring that staff carries out policies in a neutral and efficient manner.

The *Administrator* as policy advisor is accountable to the *Board of Trustees* in the following roles:

**a) Assistance in Direction Setting**

The *Administrator* will provide the Board with background information on actions and decisions of previous Boards; the role of planning in the budget process; the impact of workplans on administration; project commitments by past or current Boards; public consultation and engagement on community priorities.

**b) Fiscal Management**

The *Administrator* will ensure that the *District's* finances are managed; provide ongoing advice to the Board and senior management staff.

**c) Leadership**

The *Administrator* will foster and exemplify leadership and strong work ethic in the workplace; encourage mentoring of management skills; be open to new techniques and ideas to improve the efficiency of service delivery; direct key senior management staff; guide the vision and performance of the *District*.

**d) Relationship Building with the *Board of Trustees***

The *Administrator* will ensure that the Board has full access to information and advise to support their governance functions; ensures that enactment of bylaws, Board Policy and Board directives are properly carried out by staff.

**e) Reports to *Board of Trustees***

The *Administrator* will provide quality reports that include background information, research data, and budget implications that ensure the matter(s) before the *Board of Trustees* are addressed completely and fairly and supported with an appropriate staff recommendation from the Fire Chief for operational matters and the *Administrator* for all others.

The *Administrator* is the link between the *Board of Trustees* and *District* employees. All Board directives, correspondence and requests for information on behalf of the *District* will be channeled through the *Administrator* who will forward them to the appropriate staff and ensure follow-up actions.

All submissions to the *Board of Trustees*, including staff reports, delegation requests, and correspondence will be channeled through the *Administrator*.

Significant information provided to a *trustee*, which is likely to be used by the Board in its deliberations, will also be submitted to the *Administrator* who will ensure that all *trustees* are provided the information.

## **BOARD DISCRETION**

The provisions set out in this policy are subject to revision from time to time at the discretion of the *Board of Trustees*.

## **RELATED DOCUMENTS**

## **APPROVALS**

Approval date:		Approved by:	
1. Amendment date:		Approved by:	
2. Amendment date:		Approved by:	
3. Amendment date:		Approved by:	



# DISTRICT OF WEST KELOWNA

## COUNCIL POLICY MANUAL

Policy

Pages: 1 of 2

Approval Date: 2009-OCT-13

<b>DEPARTMENT:</b> Administration
<b>SUBJECT:</b> CAO-One Employee of Council

### Policy Statement:

The District of West Kelowna endorses the 'CAO-One Employee of Council' model of Corporate structure. This model identifies the CAO as Council's only employee; all other District employees report (directly or indirectly) to the CAO rather than to Council. The CAO is the link between policy makers (Council) and policy implementers (staff).

### Purpose:

- o establish a 'CAO-One Employee of Council' Policy in response to Council's 2009 Strategic Plan:  
To codify District of West Kelowna practices into policy –  
CAO-One Employee

### Policy:

The Chief Administrative Officer is Council's chief policy advisor. The CAO is responsible for providing Council with background information to make policy decisions, and for ensuring that administration carries out the policies in a neutral and efficient manner.

The CAO as policy advisor is accountable to Council in the following roles:

Assistance in Direction Setting – provides Council with background information on actions and decisions of previous Councils; the role of planning in the budget process; the impact of workplans on administration; project commitments by past or current Councils; public consultation and engagement on community priorities.

Fiscal Management – ensures the municipality's finances are managed; provide ongoing advice to Council and to department heads.

Leadership – fosters positive administrative leadership to instill exceptional work ethics in all employees; mentoring of management skills; encourages new techniques and ideas for maximum efficiencies and unnecessary duplication; directing/selecting key senior positions within the organization; guides the vision and performance of the organization.

Relationship Building with Council – ensures that Council has full access to information and advice to support their governance functions; strong mandate for Council that focuses on political direction; ensures that enactment of bylaws, Council policies, and Council directives are properly carried out by staff.

Quality Reports to Council – provides quality reports that include comprehensive and well written background information, research data, jurisdictional, and budget implications that ensure the issue is addressed completely and fairly, and supported with an appropriate recommendation.

The Chief Administrative Officer is the link between Council and District employees. All Council directives, correspondence, and requests for information on behalf of the District will be channeled through the CAO who will forward to the appropriate staff and ensure follow-up actions. All submissions to Council, including Staff Reports, delegation requests, and correspondence will be channeled through the CAO. Significant information provided to any member of Council, which is likely to be used in Council or in political debate, will also be submitted to the CAO who will ensure that all Council members are provided the information.

Previous Revision/s: (none)

## Trustee/Employee Relations

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Trustees are elected to provide leadership, not to operate and administer the day-to-day operation of the improvement district. A trustee who handles financial transactions (for example) could provoke public concerns about fiscal improprieties, whether they exist or not. Also, the actions of a trustee who works on the improvement district's water system could have serious implications if they were to inadvertently damage the water system, or injure themselves.

Similarly, employees do not make policy decisions on behalf of the improvement district. The two roles are independent and a blurring of these roles can result in situations where employees are given conflicting instructions by trustees, or a trustee interferes with an employee's duties. Trustees, in turn, may feel that an employee is over-stepping their role by taking actions that are inconsistent with the board's policies.

These situations can result in a poor trustee/employee relationship and may create unwanted tension, lead to resignations or dismissals and generally reflect negatively on the overall management of the improvement district.

Employees have a fiduciary responsibility (obligation) to advise the board of trustees about the implications for their decisions, particularly if it could cause harm or be contrary to a legislative requirement. However, once an employee has given their advice to the board of trustees, the board's decision must be respected and implemented by the employee.

A board of trustees may wish to use the following tools to foster and maintain a positive relationship with their employees:

- establish a clear line of communication between the trustees and employees;
- provide clear policy decisions and directions;
- keep current and inclusive job descriptions for all employees;
- conduct regular performance appraisals;
- adopt a policy controlling access by trustees to records and the improvement district's buildings, offices and other facilities;
- establish a policy regarding the hours during which trustees or employees can be contacted unless there is an emergency;
- establish a policy that trustees and employees do not issue public statements purporting to reflect the board's opinion without prior approval by the board;

- **adopt a code of conduct for the trustees and employees;**
- **create a package of information to orient new employees and trustees to the improvement district; and,**
- **establish a strategic plan that outlines key goals and objectives of the improvement district.**