

ITEM 3
MANAGER'S REPORT NO. 4
COUNCIL MEETING 1983 01 17

RE: POSITION DESCRIPTION FOR THE MUNICIPAL MANAGER

MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the subject position description be adopted.

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REPORT

Background

Passage of Bylaw # 3859 in 1957 June created the position of "Municipal Manager" and delegated to the incumbent appointed to this position "certain powers and duties".

Basically the Council delegated, subject to its control, all of the administrative duties and powers conferred on it by any act, and the Municipal Manager is the Chief Administrative Officer of the Municipality.

On 1973 June 18, the Municipal Council approved by resolution the attached (see attachment #1) job description. The content of this description is now out of date, in that we changed our organizational structure in 1981 October. The form of the description is also out of date, in that in 1975 we adopted the Hay System of job evaluation.

Position Description

Attached (see attachment # 2) is a current Position Description dated 1983 January 04 which has been prepared by the Municipal Manager, approved by Mr. Doug Norman, Currie, Coopers and Lybrand Ltd. and approved by the Management Committee.

It now should be considered and approved by the Municipal Council to ensure that the Municipal Manager is authorized to exercise the powers and perform the duties prescribed for the Municipal Manager in the Municipal Act and by Council in any bylaw or resolution.

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MUNICIPAL MANAGER

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ATTACHMENT #1

DEFINITION:

This is highly complex and diversified administrative work in planning and directing Municipal operations in accordance with Council decrees and appropriate statutes, policies and regulations.

As Chief Administrative Officer, the incumbent exercises a high degree of independent judgment and action in effectively executing the policies and directives enacted by the Council. He is responsible for a wide variety of administrative and problem solving tasks including the coordination of interdepartmental matters, directing the preparation and revision of budgets, interpreting regulations, investigating and settling complaints and, in general, relieving Council of details associated with the day-to-day management of Municipal activities. As a high ranking representative of Municipal government, the Manager exercises utmost discretion, diplomacy and tact in his frequent contacts with the public and persons on all levels including visiting dignitaries. Performance is reviewed and evaluated by the Mayor and Council in terms of effective management and attainment of desired objectives.

TYPICAL DUTIES AND RESPONSIBILITIES:

The Municipal Manager plans, directs, supervises, coordinates and controls the day-to-day business affairs of the Municipality in accordance with plans, programs, policies and financial limitations that are established by Council and in accordance with the provisions and limitations of the Municipal Act. Typical duties and responsibilities of the position are as follows:

1. Develops, establishes and maintains, subject to Council approval and implementation by bylaw when necessary:
 - (a) Comprehensive policies to direct the activities of all departments.
 - (b) Standard practices and procedures to govern the conduct and working procedures of Municipal employees.
 - (c) Control procedures and reports by which performance and costs may be evaluated and improved.
2. Regularly attends Council meetings; attends Parks & Recreation Commission and various committee meetings when required for the purpose of providing advice and assistance on various aspects of Municipal operations.
3. Prepares, considers and presents to Council recommendations arising from departmental activities which require Council approval, and proposes bylaws and resolutions that arise from such recommendations as may be required.
4. Directs the preparation of annual budgets; approves and monitors expenditures to ascertain their appropriateness in relation to budgetary commitments.
5. Authorizes expenditures of Municipal funds within limits established by Council and in accordance with the Municipal Act.
6. Selects and appoints Department Heads subject to the approval of Council, with the exception that such authority shall not apply to the selection and appointment of the Clerk, Treasurer, Returning Officer, Approving Officer, Auditor and Assessor.
7. Provides administrative direction to Department Heads and subordinate staff, with the exception that such direction shall not apply to the Clerk, Treasurer, Returning Officer, Approving Officer, Auditor and Assessor when engaged in the exercise of their statutory responsibilities.

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8. Coordinates and directs the preparation of plans and programs to be submitted to Council for the establishment, development, expansion, improvement, reduction or discontinuance of Municipal services.
9. Carries out or directs collective bargaining with groups of Municipal employees for whom collective bargaining arrangements are established, and recommends to Council for approval agreements concerning wages, salaries and working conditions.
10. Develops and recommends comprehensive salary policies for Municipal employees who are not subject to collective bargaining agreements.
11. Participates in resolving complex or unusual employee grievances.
12. Prepares or directs the preparation of specifications and provisions of all contracts to be entered into by the Municipality, awards contracts within the limits specified by the Council and refers all other tenders or proposed contracts to Council with a recommendation.
13. Participates from time to time in negotiations relative to the acquisition of private property for Municipal purposes, and in the sale of Municipal land.
14. Directs the safeguarding of Municipal assets and ensures for adequate provision of insurance, protection and defence against claims.
15. Makes studies of the organizational needs and recommends to Council such changes in organizational structure and staff requirements as may be considered necessary, and upon approval and implementation by bylaw when necessary, puts such changes into effect.
16. Establishes, promotes and maintains extensive contact with senior Municipal officials, the general public and representatives of private firms and governmental agencies.
17. Performs related work as required.

RELATIONSHIPS:

The Municipal Manager observes and maintains the following relationships:

- A. Council - The Municipal Manager is fully accountable to Council for the discharge of his responsibilities, authority and relationships, and for their proper interpretation. He advises Council on problems and issues which confront the Municipal government or which are submitted to it for consideration or decision. The responsibility of interpreting the wishes of the people, and their capacity and willingness to financially or in any other way support proposed plans and programs, and hence of making the major decisions of a policy nature, is the exclusive province of the Council.
- B. Department Heads - The Municipal Manager is the direct superior of all Department Heads and senior Municipal officials. He directs and controls all their activities, except statutory duties for which they may be responsible under provisions of the Municipal Act.

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- C. Government Officials - The Municipal Manager conducts or directs such contacts as are necessary with Provincial or other government officials concerning problems of an administrative nature.
- D. Corporation Officials - The Municipal Manager conducts or directs such contacts as are necessary with officials of corporations or other business or professional organizations concerning problems of an administrative nature.
- E. The Public - The Municipal Manager conducts or directs contacts with individual ratepayers and citizens concerning administrative matters, subject to the right of deputations or delegations to present opinions, express complaints or make requests directly to the Council concerning policy matters.

REQUIRED QUALIFICATIONS

University graduation with majors in business, technical or public administration plus seven years of progressively responsible Municipal experience in a staff, managerial or administrative position; or an equivalent combination of education, training and experience.

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ATTACHMENT

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POSITION DESCRIPTION

POSITION: Municipal Manager

DEPARTMENT: Municipal Managers

INCUMBENT: Melvin J. Shelley

LOCATION: Burnaby

REPORTS TO: Municipal Council

DATE: 1983 January 04

GENERAL ACCOUNTABILITY

The Municipal Manager exercises the powers and performs the duties described for the Manager in the Municipal Act and by the Municipal Council in any by-law or resolution. Reporting to the Municipal Council, the Municipal Manager is accountable for the administration of all of the affairs of the municipality as its chief administrative officer; the implementation of the policies of the Council; the initiation and recommendation of policy changes; the management of the professional staff and the resources of the Municipality to achieve the objectives of the organization; and to measure the effectiveness of the delivery of service by the various municipal departments.

NATURE AND SCOPE

This position reports directly to the Municipal Council. Highly complex and diversified administrative work is required in planning and directing municipal operations in accordance with Council decrees and appropriate statutes, policies and regulations.

Reporting to this position are 5 positions as follows:

1. Director Administrative & Community Services - oversees the operation and coordination of the following functions:

- Personnel
- Municipal Clerk
- Legal & Lands
- Health
- Police (R.C.M.P. contract)
- Fire

- maintains management

communication on matters pertaining to administration, required services and coordination with other municipal departments on the following functions:

- Library
- Museum;

coordinates corporate planning on behalf of the Management Committee and Municipal Manager; develops and manages a functional performance monitoring process; functions as the senior human resources advisor to the Manager, particularly in labour relations and collective bargaining; and acts as a member of the Management Committee.

2. Director Engineering - manages the design, construction and maintenance of public works and the provision of traffic operations, solid waste collection, solid waste disposal and several trades-related services in Burnaby; and acts as a member of the Management Committee.

3. Director Planning & Building Inspection - provides professional advice in the field of urban management, urban and regional land use planning, building and development and community participation in the planning process within a comprehensively planned urban structure which meets the present and future physical, social and economic needs of the area. Carries out planning research and ensures that all building and development reflects municipal objectives, complies with all appropriate provincial and municipal regulations and is adequately inspected to ensure its safety and efficiency. Acts as a member of the Management Committee.

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4. Director Recreation & Cultural Services - ensures that parks and recreation services are provided according to the priorities established by the Municipal Council and the Parks and Recreation Commission; provides planning, design, construction, maintenance and programming for municipal park areas, recreation buildings and facilities within the established land use planning guidelines and process established for coordinating the design and construction for major civic buildings; and acts as a member of the Management Committee.

5. Treasurer - serves as the chief financial advisor to the Municipal Manager and Council; discharges the responsibilities of Municipal Treasurer and the Collector as defined in the Municipal Act; directs the financial planning and operations of the municipality; discharges the duties of Treasurer of the Burnaby Municipal Benefit Society; and acts as a member of the Management Committee.

In order to achieve its prime accountabilities, this position must exercise a high degree of independent judgment and action in effectively executing the policies and directives enacted by the Council. The incumbent is responsible for a wide variety of administrative and problem solving tasks including the coordination of interdepartmental matters, directing the preparation and revision of plans and budgets, interpreting regulations, investigating and settling complaints and, in general, relieving Council of details associated with the day-to-day management of municipal activities. The Management Committee is advisory to the Manager to assist him in these duties.

The Municipal Manager plans, directs, supervises, coordinates and controls the business affairs of the Municipality in accordance with plans, programs, policies and financial limitations that are established by Council and in accordance with the provisions and limitations of the Municipal Act.

As a high ranking representative of municipal government, the Manager exercises utmost discretion, diplomacy and tact in his frequent contacts with the public and persons on all levels, including visiting dignitaries. Performance is reviewed and evaluated by the Council in terms of effective management and attainment of desired objectives.

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DIMENSIONS

Operating Budget: \$85 Million (excluding Schools \$58 Million)
Capital Budget: \$20-40 Million
Salaries: \$40 Million
Staff: 1,000 permanent and 500 part-time

SPECIFIC ACCOUNTABILITIES

1. To exercise the powers and perform the duties prescribed for the Municipal Manager in the Municipal Act and by the Municipal Council in any bylaw or resolution.
2. To develop, establish and maintain, subject to Council approval and implementation by bylaw when necessary, and with the advice of the Management Committee:
 - (a) comprehensive policies to direct the activities of all departments.
 - (b) standard practices and procedures to govern the conduct and working procedures of municipal employees.
 - (c) control procedures and reports by which performance and costs may be evaluated and improved.
3. To prepare, consider and present to Council recommendations arising from departmental activities which require Council approval, and to propose bylaws and resolutions that arise from such recommendations as may be required.
4. To direct the preparation of annual operating and capital budgets.
5. To coordinate with the Management Committee the preparation of plans and programs to be submitted to Council for the establishment, development, expansion, improvement, reduction or discontinuance of municipal services.
6. To provide general direction on personnel and labour relations policy for groups of municipal employees for whom collective bargaining arrangements

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- are established, and to recommend to Council for approval, agreements concerning wages, salaries and working conditions.
7. To develop and recommend comprehensive salary policies for municipal employees who are not subject to collective bargaining agreements.
 8. To oversee the preparation of specifications and provisions of all contracts to be entered into by the Municipality, and to award contracts within the limits specified by the Council.
 9. To develop and maintain the most effective and efficient organizational structure to accomplish the goals of the municipality.
 10. To ensure the municipality has a highly motivated and professional staff complement.
 11. To ensure that good communication is promoted and maintained with all governments and organizations with which the municipality interacts, and particularly with the public to provide opportunities for the citizens to have input into the decision-making process.
 12. To act as chairman of the Management Committee, consisting of the Director Administrative & Community Services, Director Engineering, Director Planning & Building Inspection, Director Recreation & Cultural Services and Treasurer, who are collectively advisory to the Municipal Manager to ensure that municipal functions are well planned and coordinated, that needed policies are developed, that municipal performance is monitored and the need for corrective action identified. (See Terms of Reference of Management Committee (attached as Appendix "A").
 12. To establish, promote and maintain extensive contact with the general public, with representatives of private firms, with other senior municipal officials in other municipalities, with the other levels of government and with governmental agencies.

1981 November 07

TERMS OF REFERENCE

FOR THE MANAGEMENT COMMITTEE

COMMITTEE STRUCTURE

The Committee will be chaired by the Municipal Manager and composed of the five Directors. The Director Administrative and Community Services will have responsibility for developing a recommended agenda and undertaking co-ordination so that necessary information, staff work or projects are sufficiently complete prior to Committee consideration.

COMMITTEE PURPOSE

The Committee will act as an advisory body to the Municipal Manager to ensure that Municipal functions are well planned and coordinated, that needed policies are developed, that Municipal performance is monitored and the need for corrective action identified.

KEY RESPONSIBILITIES

The key areas of responsibility of the Committee will include:

- * Development of long-term corporate plans and budgets and the review of all significant long-term plans and priorities for recommendation to Council.
- * Development of annual Municipal planning and budgeting guidelines, the review of annual plans and budgets and the development of recommended annual plans and priorities to Council.
- * Regular review of Municipal performance against agreed plans, policies and budgets and identification of corrective measures.
- * Review of Council policies to agree on interpretation and implementation plans.

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- * Identification of the need for policies and the recommendation to Council or, when within the authority of the Municipal Manager, approval of policy.
- * Recommendation to Council or approval of Municipal personnel policies and procedures and the monitoring of performance achieved.
- * Approval of the level and type of organization-wide services to be provided and monitoring that agreed levels of service are being achieved.
- * Approval of any key changes to individual department policy or organization, senior appointments, significant new programs or any changes that may significantly affect service to other departments or inter-departmental relations or coordination.

APPROVED - MANAGEMENT COMMITTEE

1981 NOVEMBER 04

