



Assistant Senior Administrative Officer/ Assistant Chief Administrative Officer

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INTRODUCTION

As part of its mandate, the Nunavut Municipal Training Organization (MTO) provides Nunavut-specific training and development opportunities in order to enhance municipal operations across the territory. Municipalities across Nunavut have consistently indicated that they are interested in any additional materials the MTO can provide which can be used to increase professional development and staff retention.

MTO conducted consultations with municipal employees and their supervisors across Nunavut in 2019. These consultations aimed to identify the municipal positions that needed support the most. Eight positions were indicated during this process:

- Office Administrator
- Assistant Senior Administrative Officer/Assistant Chief Administrative Officer
- Bylaw Officer
- Community Economic Development Officer
- Finance Officer/Accounts Payable & Receivable Clerk/Payroll Clerk
- Director of Municipal Works/Foreman
- Planning and Lands Administrator
- Director/Coordinator of Recreation

Once these positions were identified, both one-on-one interviews and surveys were conducted to gather information on each position's key tasks and responsibilities, as well as identify what current staff in these positions felt they needed to become more efficient and successful (ranging from training programs to additional funding, among other factors).

As a result, MTO has developed job handbooks, including this handbook for **Assistant Senior Administrative Officer/Assistant Chief Administrative Officer** to help people in these positions better understand their tasks and responsibilities, as well as prioritize their workload and identify when their schedules will be busiest. The MTO hopes that these handbooks will help new employees get comfortable in their roles more quickly, while also helping established employees to operate more efficiently.

Disclaimer: This handbook is not a replacement of your signed Job Description. The handbook is designed to assist you in your day-to-day tasks and responsibilities. You may note, that some of the tasks listed in this handbook have not been assigned to you by your immediate supervisor. If you have any questions as to your duties, always consult your immediate supervisor.

KEY RESPONSIBILITIES AND TASKS

The following tables aim to clarify the key things normally done in your position and are based off of job descriptions collected from municipalities across Nunavut. The two things that most job descriptions indicate are your tasks and responsibilities. The following are definitions of these terms:

Responsibility: A responsibility is an overarching duty you must deal with, or goal that you must work towards, for your position to be effective and meet the needs of the hamlet. A responsibility is an obligation, or something you are accountable for, rather than an action, activity, or procedure.

Task: A task is a specific action, activity or procedure that must be taken to achieve your identified responsibilities and meet the requirements of your job description. The key difference is that a task is something you DO. You do a task in order to reach a certain goal or meet a responsibility.

For example, “keeping the hamlet clean” is a responsibility, while “pick up trash” or “organize a community clean up twice a year” are tasks or actions that would help to meet this responsibility. As previously noted, tasks and responsibilities in your job description may vary, and in the event of conflict, you should follow your job description. In some cases, tasks listed in the tables below may be referred to as “responsibilities” in your job description, or vice versa. However, the bottom line, regardless of what tasks or responsibilities you may be assigned or how they are defined, is to do your best to make sure that each item is addressed and completed. This will ensure that you are doing your due diligence and meeting the needs of your position and serving your community as effectively as possible.

Please note that the tasks and responsibilities listed in the tables are numbered to make them easier to reference; they are not numbered in terms of priority, or in the order of their importance.

Responsibilities

RESPONSIBILITY		NOTES
1	Convey hamlet council decisions to the general public according to established procedures.	
2	Be completely familiar with the Hamlets Act or the Cities, Towns, and Villages Act (CTV Act).	<ul style="list-style-type: none"> If you do not have a copy of the act in your office, it can be found online.
3	Inform the SAO/CAO of contraventions (violations) in relation to hamlets council policies, municipal bylaws, and the Hamlet Act/CTV Act.	
4	Advise the SAO/CAO on feedback received from the community.	
5	Undertake any necessary training as directed by SAO/CAO.	
6	Assist in implementing recommendations for improvements to policies, protocols, and procedures to improve the overall effectiveness of the administrative offices.	
7	Provide information and directing inquiries to assist the SAO/CAO in running the day-to-day operations of the municipality.	
8	Develop a good working relationship with senior staff, members of hamlet council, outside agencies and groups, as well as with unionized office staff, and the general public.	
9	Review and comply with audit management letter comments.	
10	Ensure hamlet council policies are upheld, bylaws enforced and territorial and federal legislation documents are followed.	<ul style="list-style-type: none"> Provide explanations to individuals who may not be familiar with said documents.
11	Ensure all workplace safety protocols are followed.	
12	Advise hamlet council and committees of relevant written and verbal communication as directed by the SAO/CAO.	
13	Continually take courses to stay up-to-date and current in your position.	
14	Assume the duties of office manager when required.	
15	Ensure staff compliance with job descriptions, personnel policies, and municipal procedures.	<ul style="list-style-type: none"> This is a human resources (HR) monitoring role. Provide recommendations for policy and procedure updates.
16	Assist the SAO/CAO with any administrative duties as needed.	

Tasks

ASAO-CAO TASKS AND RESPONSIBILITIES		NOTES	FREQUENCY
1	Act as the SAO/CAO's designate when the they are out of the community, under the authority of the Hamlets Act or Cities, Towns and Villages Act.	<ul style="list-style-type: none"> You are effectively the SAO/CAO when you are placed in the acting position. You are responsible for everything they would do. You can not be on vacation or out of the community when you are in the acting position. You must attend all hamlet council meetings. 	As needed
2	Supervise assigned departments/staff as directed by the SAO/CAO, i.e., Recreation, Municipal Services, Facility Maintenance, Planning and Lands.	<ul style="list-style-type: none"> Providing day-to-day direction and coordination to staff. 	Ongoing/daily
3	Act as signing authority	<ul style="list-style-type: none"> You are the signing authority on all documents when the SAO/CAO is absent. 	As needed
4	Assist the SAO/CAO with the collective agreement bargaining (only if you are exempt from the union).	<ul style="list-style-type: none"> If you are part of the union, you should abstain from bargaining and remember to keep discussions you have with the SAO/CAO confidential. 	As needed
5	Maintain complete binders of current and rescinded bylaws (keep in a secure place).		Ongoing/daily
6	Maintain a complete file of all council meeting minutes (keep in a secure place).		Ongoing/daily
7	Approve payroll timecards before processing.	<ul style="list-style-type: none"> In a small municipality you may have this role in assisting Finance. It is crucial that the payroll is calculated correctly. 	Weekly
8	Assist with the interviewing of new hires.	<ul style="list-style-type: none"> Assisting in HR related duties is a big part of your position. Setting up interviews, preparing interview questions. 	As needed
9	Assist with drafting and presenting bylaws to SAO/CAO.	<ul style="list-style-type: none"> Keep notes throughout the year related to needed changes with municipal Bylaws. 	As needed
10	Assist with municipal election administration.		As needed

ASAO-ACAO TASKS AND RESPONSIBILITIES		NOTES	FREQUENCY
11	Assist the SAO/CAO with the preparation of proposals and contracts.	<ul style="list-style-type: none"> • Since you will be acting as SAO/CAO at times, you must be familiar with the contracts and proposals the municipality is undertaking. • Be sure you know how to draft, manage and monitor contracts, because at some point you will have to manage a contract. 	As needed
12	Assist the SAO/CAO with reviewing financial statements, all subledgers, general ledger and cash flow management.	<ul style="list-style-type: none"> • Financial statements are extremely important to the day-to-day managing of the municipality. • You must be very familiar with understanding how the finances may impact the municipality. 	Monthly
13	Develop training plans for municipal employees.	<ul style="list-style-type: none"> • In addition to your own development, it is equally important that you develop a training plan for municipal employees as well. • Contact the MTO each year for their course list, and check their website for updates. • If you don't see what is needed for your staff, ask the MTO to put on the required course(s). 	Annually
14	Assist SAO/CAO with all aspects of HR, i.e., provide job orientation, job descriptions and regular performance feedback to ensure that supervised employees understand what is expected of them as municipal employees.	<ul style="list-style-type: none"> • You must be familiar with all the employees' job descriptions and their hire dates, so that their annual evaluations are completed before their anniversary (hire date). • Assist department heads with employee evaluations. 	As needed
15	Resolve personnel problems when they occur, taking disciplinary action when necessary.	<ul style="list-style-type: none"> • Remember to follow your community's collective agreement.¹ • Be familiar with the Nunavut Labour Standards Act • Take courses in HR management.² 	As needed

¹ https://www.neu.ca/en/Collective_Agreements

² <http://nu-lsco.ca/faq-s>

ASAO-ACAO TASKS AND RESPONSIBILITIES		NOTES	FREQUENCY
16	Conduct regular maintenance and upgrades to the municipal computer systems.	<ul style="list-style-type: none"> • Work with the hamlet's IT department or staff (if the hamlet has them), or your service provider. • Track any on-going issues with the computers or the programs. • Make recommendations for computer upgrades to the SAO. 	Ongoing/daily
17	Assist the SAO/CAO with the preparation and administration of government programs and other related contracts.	<ul style="list-style-type: none"> • Here is where you could oversee administering community programs, like the federal Brighter Futures Program³, or the GN Department of ED&T's programs⁴. • Another example is if a municipality chose to enter a contract to do renovations to its community hall. If your municipality did this, you might oversee the administration of the funds and managing the contract with the chosen the contractor. Project Management courses from MTO may help with this. 	As needed
18	Provide both verbal and written translation when required.	<ul style="list-style-type: none"> • The ability to translate things between English and Inuktitut is an extremely valuable asset. Ensuring that you have these language skills will help to avoid misunderstandings or difficulties in communicating. 	As needed
19	Assist in the preparation of special municipal sponsored events.		As needed
20	Assist the SAO/CAO to prepare for meetings of council (public and committee of the whole) and special meetings involving the Mayor and/or SAO/CAO.	<ul style="list-style-type: none"> • You should try to attend the meetings as much as possible. 	As needed

³ <https://www.canada.ca/en/indigenous-services-canada/services/first-nations-inuit-health/healthpromotion/mental-health-wellness/brighter-futures-building-healthy-communities.html#brightergrandir>

⁴ <https://gov.nu.ca/edt/programs-funding>

ASAO-ACAO TASKS AND RESPONSIBILITIES		NOTES	FREQUENCY
21	Make travel arrangements, schedule meetings and attendance at conferences for the SAO/CAO, Directors, Mayor, and members of Council, as directed.	<ul style="list-style-type: none"> Calculate travel per diem expenses for each employee travelling. There should be an established hamlet set of rates; if not, often the National Joint Council of Canada provides rates that many government departments⁵ and other organizations use. Review expense forms. 	As needed
22	Assist with employee inquiries related to benefits, claims, and employee assistance programs.	<ul style="list-style-type: none"> Be completely familiar with the municipal benefit plans so that you can explain what staff are eligible for, or who they can speak with to find out. 	Ongoing/daily

⁵ <https://www.njc-cnm.gc.ca/directive/d10/v238/s659/en>



TIMELINE AND PRIORITY OF EVENTS

The following section aims to help you determine when you should focus on certain tasks over the course of the year, based on the list of tasks previously provided. It should again be noted; this is an example of common timelines for your position across Nunavut. You could use this to help you develop a tracking calendar; however, these timelines may not necessarily match your supervisor’s timelines or priorities. Be sure to check with your supervisor to ensure what tasks are of highest priority each month. Note: Finance related tasks assume an April 1 – March 31 fiscal year.

First Half of Year: January-June

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Sealift/Resupply	Conduct inventory count and ask dept. Heads for their wish list.	Compile all sealift requests and review.	Draft Sealift tender docs. Final review and then send out to selected Venders. Set deadline for tender closing.	Review bid submissions and present to council for approval. Send out award letters.		
New Year budget			Assist the SAO/ CAO with the preparation of the capital and operations budget.			

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Mid-year or Annual Audit		Meet with the finance dept. to review what is required for the audit.	Contact auditor to set date for municipal audit. Prepare for new fiscal Year in computer. Review all subledgers.	Compile old year items as per auditor's instructions in audit binders.	Meet with the auditor to see how they wish to proceed. When audit is complete have the auditor present the draft audit to council.	
Collective Agreement			Review the Collective Agreement to determine if there are any employee wage increases due on April 1.			
Council Meetings	There should be 2 Council meetings per month. Special meetings may sometimes be required.					
Municipal Financial Statements (FS)	Assist in presenting FS to Hamlet Council monthly. Then forward to CGS.					

Second Half of Year: July-December

OVERARCHING TASK/ RESPONSIBILITY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Sealift/Resupply		Receive sealift order, inspect items and sign off on invoice.		Ensure the entry the of all material received into your Maintenance Management Program.		
Mid-year or Annual Audit			Meet with Finance Dept. to review what is required for a mid-year audit (if needed).			
Council Meetings	Summer break for Council, unless a special meeting is called.		There should be 2 Council meetings per month. Special meeting if required.			
Acting SAO (Possible any time of the year.)	Schedule vacation/ leave dates with SAO/ CAO, to ensure no overlap.					
Municipal Financial Statements	Assist in presenting FS to Council monthly. Then forward to CGS.					

KEY RESOURCES

In addition to this handbook, the MTO has a number of resources available on its website (<https://www.nmto.ca/>) which may prove to be useful. MTO is always willing to support staff in all positions and in all municipalities across the territory.

In addition to these resources, MTO offers a variety of online training courses. These courses, offered as part of MTO's Municipal Government Certificate Program, can be taken online from your own hamlet office, meaning that you don't have to travel or be away for multiple days in order to access the training you need or want to pursue. The courses are self-paced, running three weeks, with online readings and activities, and two facilitator led conference calls each week to teach content and answer questions.

The main course categories are:

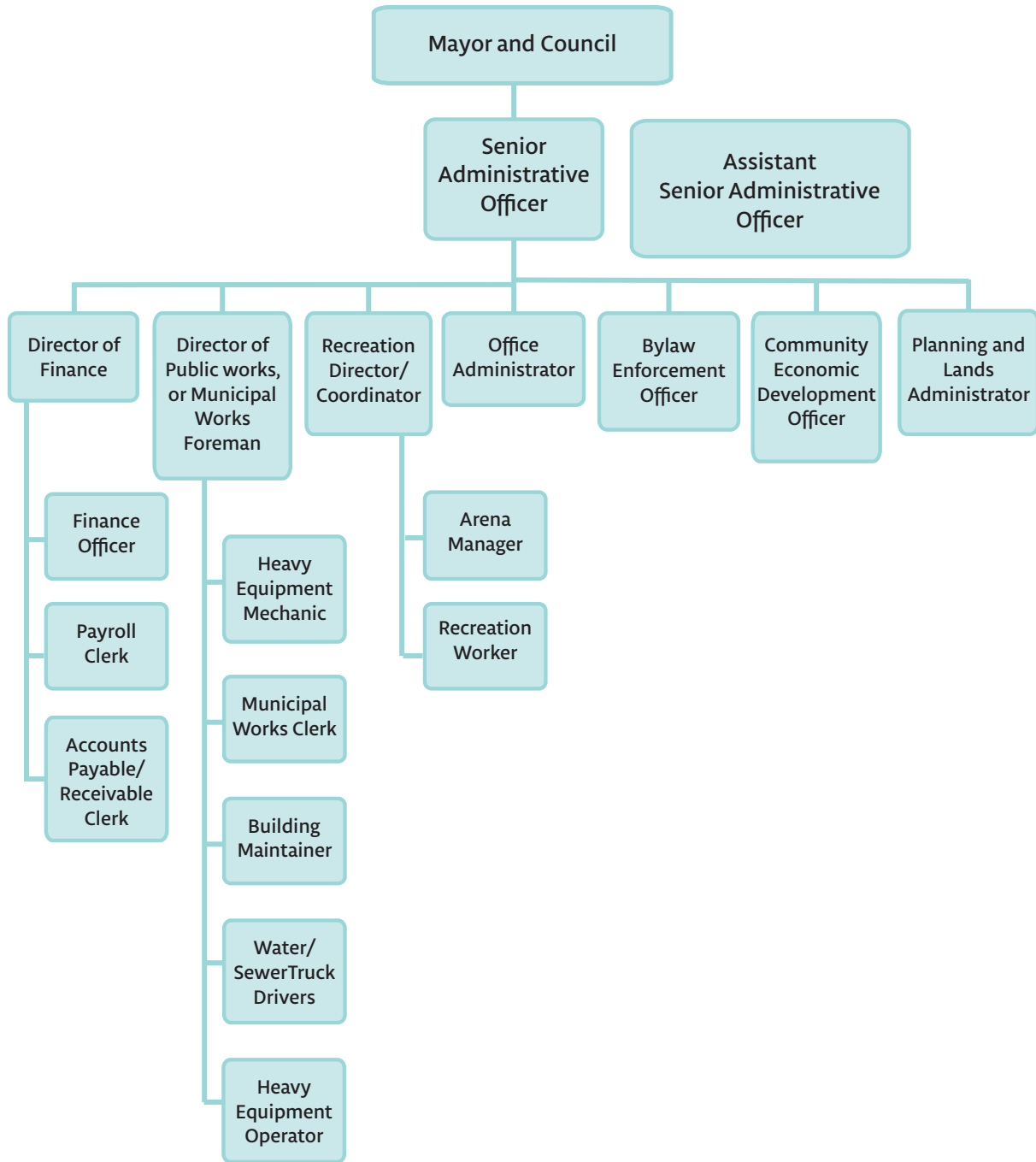
- Core Courses
- Assistant SAO (ASAO)
- Municipal Works Foreman
- Recreation Leaders
- Planning & Lands Administrator
- Finance Officer

Some examples of training courses for ASAO include:

- Council Governance
- Business Communications
- Tenders, Contracts, and Proposals
- Municipal Finances
- Program Planning and Implementation
- Municipalities and the Law

There is also an online, self-paced course called Customer Service, available in both Inuktitut and English. Customer Service is open to Municipal Government employees and any other public servants. Participants can self-enroll in **Customer Service** (with an enrollment key) and complete the modules at their pace. Email MTO to receive the enrollment key. There are other targeted training programs in addition to these. Please check the MTO website to see what be of interest to you!

TYPICAL ORGANIZATIONAL CHART



ADDITIONAL JOB DETAILS

There may be additional details related to your job that this handbook may not have covered, but that you would like to record or track. This section provides a space for you to write down any important notes or instructions that you have received from your supervisor, fellow staff, or found within your job description.

Task/Responsibility	Details



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