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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 **Director of Municipal Works/Foreman** 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.

Note: With a smaller municipality, a foreman oversees all aspects of public works, water and sewer issues, road maintenance, vehicle maintenance, work orders (W/Os), inventory ordering, and data entry. This leads to more of a “hands-on” role. Within a larger municipality, this position would be the Director of Municipal/Public Works, responsible for overseeing all of the different public works departments that may be involved, for example, roads department, motor vehicles department, utilities department, etc. These departments are established to split up the workload and make it more manageable. Therefore, the Director of Municipal/Public Works is more of a supervisor, and plays less of a “hands-on” role.

## Responsibilities

### Small Municipality

RESPONSIBILITY		NOTES
1	Ensure the delivery of municipal works services, such as water delivery, sewage pump-outs, and garbage pick up.	<ul style="list-style-type: none"> <li>Establish schedules for all services.</li> <li>Adjust the schedules as needed to meet the needs of your customers.</li> </ul>
2	Ensure seasonal maintenance of streets, roads and culverts. This includes making sure snow removal, drainage, and dust control is scheduled and maintained.	<ul style="list-style-type: none"> <li>Have staff prepared for any winter storms.</li> <li>Roads must be opened as soon as possible after a storm. The safety of the community is your responsibility.</li> </ul>
3	Maintain a regular reporting system for obtaining, maintaining and securing records, and documentation of schedules, services, equipment operational time, maintenance checks and repairs performed, inventory control, inspections, and any testing requirement results.	<ul style="list-style-type: none"> <li>Record keeping is vital to the position. You will find that many times you will have to refer to your records for a variety of reasons.</li> </ul>
4	Conducting regular inspections of buildings, to review the standard of maintenance being provided, and ensure adherence to the scheduled Preventative Maintenance Plan. Identify problem areas and revise the schedule as needed	
5	Ensure the solid waste site is maintained according to procedures as set by the municipality under the guidelines of the Government of Nunavut's Department of Community and Government Services (GN CGS).	<ul style="list-style-type: none"> <li>Work with your regional office to set maintenance and management procedures for the solid waste site, and make sure these are in writing.</li> <li>Ensure that your staff are fully trained in these procedures.</li> <li>Monitor the site regularly.</li> </ul>

RESPONSIBILITY		NOTES
6	Ensure that the Preventative Maintenance for all new equipment are followed to the letter to ensure compliance with manufacturers' specs.	<ul style="list-style-type: none"> <li>When you receive new mobile equipment, read through the manufacturer's specifications that relate to Preventative Maintenance and inspection hours.</li> <li>Ensure operators and mechanics report any maintenance issues that arise and document these issues.</li> <li>Do not do anything to the equipment that may void your warranty.</li> <li>If need be, contact the manufacturer of the equipment or the supplier of the equipment with questions</li> </ul>
7	Ensure that the water, sewer, and garbage vehicles are in top working condition to prevent any disruptions to the service.	<ul style="list-style-type: none"> <li>These services are crucial to the health of your community. Always have a plan in place in case of vehicle breakdowns.</li> </ul>
8	Maintain records of work orders, repairs, maintenance, and fuel usage of all municipal equipment.	<ul style="list-style-type: none"> <li>A Maintenance Management System (MMS) will assist you with this task.</li> </ul>
9	Monitor your own municipal works department budget(s).	<ul style="list-style-type: none"> <li>Assist the SAO/CAO in developing your annual operating budget.</li> <li>Ask the finance department (or officer) for a monthly expenditure variance report. These numbers will help you to figure out how much you spend each month and therefore how much funding you require.</li> </ul>
10	Keep an up-to-date filing system for all work orders and maintenance completed.	
11	Ensure that the municipal works' computerized Maintenance Management System (MMS) is up to date.	

RESPONSIBILITY		NOTES
12	Update the preventative maintenance plan through the computerized MMS and issue work orders as required.	<ul style="list-style-type: none"> <li>It is crucial that you have a preventative maintenance plan in place and monitored to ensure all aspects of it are followed.</li> <li>This plan will extend the useful life of your assets.</li> </ul>
13	Ensure that all water delivery staff are trained in the use of the equipment to ensure the delivery of safe drinking water.	
14	Report to the SAO/CAO any water delivery anomalies or irregularities.	<ul style="list-style-type: none"> <li>Monitor the water consumption to avoid wasting water.</li> </ul>
15	Ensure the water meter readings are performed as per schedule, and as per established municipal procedures and standards.	
16	Ensure community water truck fill station is tested daily and samples are sent to the lab for analysis as per GN CGS guidelines.	<ul style="list-style-type: none"> <li>Work closely with your regional office to ensure compliance with this guideline.</li> <li>The community's health and safety are your responsibility.</li> </ul>
17	Ensure the garbage truck operators collect and deliver solid wastes without spillage.	
18	Ensure that your sewage operators are collecting sewage in a safe manner.	<ul style="list-style-type: none"> <li>Ensure that sewage operations staff have current Hepatitis B&amp;C vaccinations. This is for their health.</li> </ul>
19	Review new methods, procedures, and products as they become available to see if they are applicable to northern conditions and weather.	
20	Implement best practices for all municipal works functions.	<ul style="list-style-type: none"> <li>Communicate with other municipal works departments across Nunavut to see what works best for them. They may have monitoring systems or equipment you are interested in.</li> <li>Contact your regional office to see if they have any new innovations to assist in your day-to-day operations.</li> </ul>
21	Communicate with educational authorities on apprentice training requirements..	

RESPONSIBILITY		NOTES
22	Ensure the use of personal protection equipment when required by the Workers' Safety and Compensation Commission (WSCC) <sup>1</sup> or the equipment manufacturer.	
23	Ensure all safety protocols are followed.	
24	Ensure workplace safety training is given to all municipal works staff, including casuals.	
25	Routinely checking for any potential safety hazards throughout the community.	
26	Receive and review maintenance and repair requests.	<ul style="list-style-type: none"> <li>This is for both mobile equipment and municipal facilities.</li> </ul>
27	Report regularly to the SAO/CAO regarding the condition of the vehicles and recommend when new ones are required. Establish a multi-year replacement plan.	<ul style="list-style-type: none"> <li>Setup an Asset Management Plan for all mobile equipment and municipal facilities. As the hamlet has a limited budget, it is important to know when each piece of equipment may be at the end of its estimated life cycle and to schedule its replacement.</li> </ul>
28	Ensure that the municipal purchasing policies are adhered to.	
29	Continually take courses to stay up to date and current in your position.	
30	Apply the Collective Agreement provisions for your community with respect to municipal works employees. <sup>2</sup>	
31	Resolve personnel problems, and report problems which cannot be solved to the SAO/CAO.	
32	Ensure that all municipal mobile equipment is road worthy, insured and registered.	<ul style="list-style-type: none"> <li>Check with the SAO/CAO for the insurance and registration cards.</li> </ul>
33	Ensure that all mobile equipment operators/drivers have the required licencing as per the Motor Vehicle Act. <sup>3</sup>	<ul style="list-style-type: none"> <li>Ask each employee to provide you with a copy of their driver's licence for your records, and for their personnel file.</li> </ul>

<sup>1</sup> <http://www.wsc.nt.ca/>

<sup>2</sup> <https://www.neu.ca/en/collective-agreements>

10 <sup>3</sup> <https://www.nunavutlegislation.ca/en/consolidated-law/original?title=M>

RESPONSIBILITY		NOTES
34	Ensure that you have enough casual water and sewage truck drivers licensed to call upon.	<ul style="list-style-type: none"> <li>Review your staff requirements and how many casual drivers you have available. If you find you don't have many licenced drivers it is time to run a class 3 driving course in your community.</li> <li>Contact the MTO to deliver these, and any other driving courses you need.</li> </ul>
35	Assist staff in the event of emergency.	
36	Assist in all community emergencies.	
37	Assist tradespeople in emergency situations.	
38	Train, orientate, motivate, coordinate, and direct subordinates in performing their tasks in a safe, disciplined, responsible, and courteous manner.	
39	Ensure that all items from the annual resupply are entered into the inventory system.	<ul style="list-style-type: none"> <li>Once you have received, counted, and confirmed your resupply order (usually sealift). Make sure it is entered into your computerised inventory system.</li> <li>This is the best way for you to track your inventory accurately.</li> </ul>
40	Ensure all required street signs are in place.	
41	Maintain a regular reporting system for obtaining staff time cards and schedules.	<ul style="list-style-type: none"> <li>Time cards must be reviewed and approved.</li> </ul>
42	Ensure that all municipal equipment is kept clean, with special attention given to water delivery equipment in accordance to Public Health and Safety standards.	<ul style="list-style-type: none"> <li>You will find this under section 24 (safe water) in Nunavut's Public Health Act.<sup>4</sup></li> <li>Consult your regional GN CGS office for further guidelines.</li> </ul>
43	Collaborate with and assist building maintainer(s) as required.	
44	Maintain fire protection systems and equipment.	<ul style="list-style-type: none"> <li>Direct your staff to inspect all fire protection equipment (for example, ensuring that fire extinguishers are not out of date, etc.).</li> </ul>
45	Other duties as directed by the SAO/CAO.	

<sup>4</sup> <https://www.nunavutlegislation.ca/en/consolidated-law/original?title=P>

## Large Municipality

### Director of Municipal/Public Works

RESPONSIBILITY		NOTES
1	Implement best practices for all municipal functions.	<ul style="list-style-type: none"> <li>Communicate with other municipal works departments in the territory to see what works best for them.</li> <li>Contact your regional office to see if they have any new innovations to assist in your day-to-day operations.</li> </ul>
2	Assist the Department Heads by forecasting, setting objectives, reviewing strategies/policies, and putting forth recommendations in the budget process on equipment, facilities, inventory requisitioning, and staffing needs.	<ul style="list-style-type: none"> <li>With a large municipal works department, you may have a number of department heads that may will require your assistance.</li> <li>In a large municipal works department, you are responsible for all departments under your authority.</li> </ul>
3	Apply the Collective Agreement with respect to Department of Public/Municipal Works employees. <sup>5</sup>	
4	Ensure the design, tendering, and awarding of contracts are performed as required.	<ul style="list-style-type: none"> <li>The SAO/CAO may direct you to manage a municipal contract.</li> </ul>
5	Supervise contractors performing work under awarded contracts.	
6	Ensure all safety practices are followed by all staff and safety protocols are followed in all of the departments they are responsible for.	
7	Report to the SAO/CAO as to the condition of the vehicles and recommend when new mobile assists are required.	
8	Review new methods, procedures and products as they become available to see if they are applicable to northern conditions and weather.	

<sup>5</sup> <https://www.neu.ca/en/collective-agreements>

RESPONSIBILITY		NOTES
9	Identify preventative maintenance requirements in consultation with the SAO/CAO and staff and establishing annual plans to complete those requirements.	<ul style="list-style-type: none"> <li>• It is crucial that you have a preventative maintenance plan in place and monitored to ensure all aspects of it are followed.</li> <li>• This plan will extend the useful life of your assets.</li> </ul>
10	Communicate with educational authorities on apprentice training requirements.	
11	Ensure workplace safety training is given to all public/municipal works staff, including casuals.	
12	Conduct regular workplace safety checks.	
13	Assist tradespeople in emergency situations.	
14	Continually take courses to stay up to date and current in your position.	

**Roads Foreman**

RESPONSIBILITY		NOTES
1	Ensure the orderly operation of the Roads/Municipal Services Division as part of the overall Public Works Department.	
2	Ensure ongoing quality management and client service.	
3	Ensure the proper management and direction of employees within the Roads/Municipal Services Division.	
4	Ensure the maintenance of an accurate and current Maintenance Management System.	
5	Ensure the municipal road system meets municipality accepted road standards and passage for vehicular and pedestrian traffic.	<ul style="list-style-type: none"> <li>• Road maintenance is an ongoing task. Develop a schedule for your operators to follow.</li> <li>• The safety of the general public is of utmost importance. Conduct daily inspections of all municipal roads.</li> <li>• If you don't maintain the road system, there could be added costs to the municipality from lawsuits, by way of personal vehicles being damaged.</li> </ul>
6	Lead a diverse team of heavy equipment operators and labourers to safely and efficiently perform municipal road maintenance duties.	
7	Supervision of road maintenance and assist in managing contracted road construction operations.	
8	Proactively monitoring daily activities of staff and operators, taking corrective action when/where required.	
9	Advise Roads Maintenance Manager on matters concerning employee performance and discipline.	
10	Ensure a comprehensive Municipal Services Management system is maintained by supervising and directing.	<ul style="list-style-type: none"> <li>• This system will assist you in scheduling your roads crew.</li> </ul>
11	Perform other related duties, as required, from time to time by the Roads Maintenance Manager and Municipal Works Director.	

## Garage Foreman

RESPONSIBILITY		NOTES
1	Provide annual condition rating reports for all municipal vehicles and equipment.	<ul style="list-style-type: none"> <li>This will be part of your preventative maintenance monitoring policy.</li> </ul>
2	Instruct and train apprentices.	<ul style="list-style-type: none"> <li>If you have apprentices, make sure they have a qualified journeyman to train them.</li> </ul>
3	Ensure that all shop work performed conforms to the safety regulations of the Government of Nunavut.	<ul style="list-style-type: none"> <li>This is crucial if your shop is conducting work for others in the way of vehicle repairs for vehicles that will be on the road. Road worthy standards as per the Motor Vehicle Act must followed.<sup>6</sup></li> <li>Your mechanics must be certified to perform this work.</li> </ul>
4	Maintain a record of all repairs made, and record costs through a maintenance work order system.	<ul style="list-style-type: none"> <li>You will want to do this so that you can recover all of the shop costs.</li> <li>These records are important for developing a budget for vehicle maintenance.</li> </ul>
5	Ensure that the garage is maintained at all times and has an orderly, clean, safe, and professional appearance.	
6	Work in conjunction with the Operations Superintendent in the areas of planning and annual budgeting for all equipment and vehicle maintenance.	

<sup>6</sup> <https://www.nunavutlegislation.ca/en/consolidated-law/original?title=M>

## Tasks

### Small Municipality

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
1	Supervise all staff within the municipal works department (heavy equipment operators and mechanics, water/sewer and garbage truck drivers, the Municipal Works Clerk, and building maintainers, for example).	<ul style="list-style-type: none"> <li>In the case of the small municipality, you are the only supervisor. All aspects of the municipal works department fall under your job description.</li> <li>You may have an assistant, but this is not guaranteed.</li> </ul>	Ongoing/daily
2	Implement maintenance standards with SAO/CAO and recommend changes where necessary.	<ul style="list-style-type: none"> <li>These standards are to extend the useful life of the municipal assets.</li> <li>Monitor the implementation of the standards.</li> </ul>	Ongoing/daily
3	Establish and monitor a community wide water and sewer program schedule.	<ul style="list-style-type: none"> <li>Establish schedules for all services.</li> <li>Adjust the schedules as needed to meet the needs of your customers.</li> </ul>	Ongoing/daily
4	Enforce disciplinary action as directed by the SAO/CAO.	<ul style="list-style-type: none"> <li>Remember to follow the collective agreement and the Labour Standards Act.<sup>7</sup></li> </ul>	As needed
5	Conduct annual staff evaluations.	<ul style="list-style-type: none"> <li>Your SAO/CAO can assist you with this. An annual evaluation, or appraisal, can involve a number of factors that the SAO may wish to examine which may differ between positions.</li> <li>Reviewing how staff are performing each year will help to keep them accountable and make sure things are working as efficiently as possible.</li> </ul>	Annually
6	Ensure that all public buildings are safe and accessible for all community members and outside users.		As needed

<sup>7</sup> <https://www.nunavutlegislation.ca/en/consolidated-law/original?title=L>

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
7	Prepare the annual resupply order for all related municipal works departments.	<ul style="list-style-type: none"> <li>This function is essential to ensure you have sufficient inventory for the upcoming year.</li> <li>Forecasting what you need will require meetings with you staff to ensure you don't miss anything.</li> </ul>	Annually
8	Oversee the annual Municipal Works Department inventory count.	<ul style="list-style-type: none"> <li>You are required to conduct a thorough inventory count prior to fiscal year end. This is part of the annual audit check.</li> <li>It is best to conduct an inventory count before you start discussions on what you need for the resupply.</li> </ul>	Annually
9	Assist the SAO/CAO with the annual Operational and Capital budgets for the Municipal Works Department.	<ul style="list-style-type: none"> <li>Each year, you will be required to prepare an annual capital and operating budget. This is done in conjunction with the SAO/CAOs budget process.</li> <li>Keep notes through out the year as to items you may need or anticipate repairs.</li> </ul>	Annually
10	Supervise landscaping and grounds maintenance.		Ongoing/daily
11	Coordinate maintenance/repairs to structural, mechanical, and electrical systems.	<ul style="list-style-type: none"> <li>This is part of your preventative maintenance program.</li> <li>This will extend the useful life of your municipal assets.</li> </ul>	As needed
12	Approve all purchase orders for the purchase of maintenance materials and equipment replacement.	<ul style="list-style-type: none"> <li>Make sure that you follow the municipality's purchasing policy.</li> <li>All purchases affect your budget. So, check to see if you really need each of the items or if something may have been overlooked (for example, you may have ordered enough of something in one year that you may not have to order this year, etc.)</li> </ul>	Ongoing/daily

TASKS: SMALL MUNICIPALITY		NOTES	FREQUENCY
13	Order inventory items as and when needed.	<ul style="list-style-type: none"> <li>Confirm with the finance department (or officer) when you need certain items</li> </ul>	As needed
14	Delegate staff by issuing work orders through daily schedules.		As needed
15	Assist the SAO/CAO with the design, tendering and contract award process if requested.	<ul style="list-style-type: none"> <li>From time to time a municipality will take on a contract to develop or maintain its assets. Your assistance will help to see the contract be successful.</li> </ul>	As needed
16	Supervise contractors performing work under awarded contracts.		Ongoing/daily
17	Provide the Utilities Clerk (if position exists) with the water meter readings as per scheduled reviews.	<ul style="list-style-type: none"> <li>Your Utilities Clerk will require the daily water delivery records. Make sure they are entered regularly, as the delivery of water provides revenue for the municipality and the water/ sewer program.</li> </ul>	Ongoing/daily
18	Conduct regular inspections on equipment/ vehicles Ensure that all municipal equipment and vehicles are maintained in good working order, and operated in a responsible and safe manner.		Ongoing/daily
19	Check and maintain all required road signage.		As needed
20	Check the sewage lagoon on a regular schedule to ensure it is kept in a condition according to the regulations of GN CGS.	<ul style="list-style-type: none"> <li>If this is not done regularly you could end up with a breach in the lagoon berm and then an environmental emergency.</li> <li>The regular inspections will allow you the time to plan for any upgrades or expansion of the lagoon. You will find this under section 28 (sanitation) in the Nunavut Public Health Act.<sup>8</sup></li> <li>Consult your regional GN CGS office for further guidelines.</li> </ul>	Monthly

## Large Municipality

### Director of Municipal/Public Works

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
1	Supervise Managers/Foremen of other Municipal Works Departments (i.e., Water & Sewer, Building Maintenance, Road Maintenance, Mobile Equipment Maintenance, etc.).	<ul style="list-style-type: none"> <li>In a large municipality, you will have department heads for all of the various municipal works departments.</li> <li>You will have to ensure that all departments are following their respective responsibilities.</li> </ul>	Ongoing/daily
2	Supervise annual Municipal Works Department inventory count.	<ul style="list-style-type: none"> <li>You are responsible for the overseeing of a thorough inventory count prior to fiscal year end. This is part of the annual audit check.</li> <li>It is best to conduct an inventory count before you start discussions regarding what you need for the resupply.</li> </ul>	Annually
3	Approve purchase orders for the purchase of maintenance material and equipment replacement.	<ul style="list-style-type: none"> <li>Make sure that you follow the municipality's purchasing policy.</li> <li>All purchases affect your budget. So, check to see if you really need each of the items or if something may have been overlooked (for example, you may have ordered enough of something in one year that you may not have to this year, etc.).</li> </ul>	As needed
4	Assist with the interviewing of new hires for the Municipal Works Department.		As needed
5	Implement maintenance standards with the SAO/CAO and recommend changes where necessary.		Ongoing/daily
6	Implement disciplinary action as directed by the SAO/CAO.		As needed
7	Estimate costs of specific projects or major repairs to municipal assets.		Ongoing/daily

<sup>8</sup> <https://www.nunavutlegislation.ca/en/consolidated-law/original?title=P>

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
8	Prepare the annual resupply order for all related municipal works departments.	<ul style="list-style-type: none"> <li>This function is essential to ensure you have sufficient inventory for the upcoming year.</li> <li>Forecasting what you need will require meetings with you staff to ensure you don't miss anything.</li> </ul>	Annually
9	Assist the SAO/CAO with the annual Operational and Capital budgets for all Municipal Works Departments.		Annually

**Roads Foreman**

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
1	Develop and implement process controls and operational efficiencies.	<ul style="list-style-type: none"> <li>Being efficient in the day-to-day operations of your department will save on added expenses to your budget.</li> <li>Communicate with your operators. Sometimes the employees on the ground can suggest improved methods of doing the work.</li> </ul>	Ongoing/daily
2	Implement, monitor, and document worker health and safety management program.		Ongoing/daily
3	Plan, monitor, document, and implement municipal road regulatory signage and pavement marking programs in accordance with national Traffic Safety Act.	<ul style="list-style-type: none"> <li>Consult with the regional GN CGS office for additional advice for northern road maintenance.</li> </ul>	Ongoing/daily

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
4	Plan, monitor, and document municipal drainage issues and work with the Roads Maintenance Manager (if position exists) to develop best practices and storm water management maintenance programs within the municipality.	<ul style="list-style-type: none"> <li>Drainage systems can become compromised after winter (from flooding after snow melts) or during a sudden cold spell (freezing pipes). Blocked drains can cause considerable damage that may result in higher expenses to the municipality.</li> </ul>	Ongoing/daily
5	Supervise winter operations, including sanding, plowing, snow blowing, and snow removal according to municipal bylaws, best practices, and required standards.		As needed
6	Minimize losses (employee injury, equipment damage, property damage).	<ul style="list-style-type: none"> <li>Risk management is a factor that is often overlooked.</li> <li>Train your staff about the costs that the municipality would have to pay due to employee injuries, equipment damage, and property damage</li> <li>Employees should learn about practicing on-the-job safety and any training that may be required, how to monitor the use of equipment, how to implement daily pre-trip inspections, and what is considered misuse of municipal assets. In general, employees must be taught to respect municipal assets.</li> </ul>	Ongoing/daily
7	Promote and maintain a positive health & safety orientated environment.		Ongoing/daily
8	Develop a priority rating system for all roads maintenance responsibilities.		Annually
9	Where required, recommend changes in schedules for all road maintenance services.		As needed

TASKS: LARGE MUNICIPALITY	NOTES	FREQUENCY	
10	<ul style="list-style-type: none"> <li>Dispatch human resources and mobile equipment to carry out road maintenance programs in accordance with directives by Roads Maintenance Manager, municipal by-laws, and best practices and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>When you have a large number of staff, make sure you dispatch these human resources in an efficient manner.</li> </ul>	Ongoing/daily
11	<ul style="list-style-type: none"> <li>Inspection, documentation and reporting of municipal road hazards or areas needing ongoing attention, repairs, or maintenance. This is done through the work order management system.</li> </ul>	<ul style="list-style-type: none"> <li>Repairs should be completed in a timely manner.</li> </ul>	Ongoing/daily
12	<ul style="list-style-type: none"> <li>Check and report on the operational and working condition of all heavy equipment vehicles, trucked vehicles, and other equipment.</li> </ul>	<ul style="list-style-type: none"> <li>This will involve working in conjunction with the Garage Foreman regarding preventative maintenance and scheduling.</li> </ul>	Ongoing/daily
13	<ul style="list-style-type: none"> <li>Draft and provide timely, accurate, and complete information to the Municipal Works Department, as may be required by the Maintenance Management System.</li> </ul>		As needed
14	<ul style="list-style-type: none"> <li>Establish work schedules and times, and assign available resources accordingly.</li> </ul>		Weekly
15	<ul style="list-style-type: none"> <li>Perform job appraisals and operator proficiency monitoring for subordinates.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing how staff are performing each year will help to keep them accountable and make sure things are working as efficiently as possible</li> </ul>	Annually
16	<ul style="list-style-type: none"> <li>Assist in the ongoing training and skills development of subordinate staff.</li> </ul>	<ul style="list-style-type: none"> <li>Contact MTO if you need a course for your staff.</li> </ul>	As needed
17	<ul style="list-style-type: none"> <li>Investigate, document and resolve complaints regarding services or operator driving habits.</li> </ul>		As needed
18	<ul style="list-style-type: none"> <li>Recommend improvements and training needs to immediate supervisor.</li> </ul>		As needed
19	<ul style="list-style-type: none"> <li>Conduct daily and weekly Health and Safety meetings with employees.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that all staff receive the appropriate workplace safety training.</li> <li>Monitor the staff as to safe workplace practices.</li> </ul>	Weekly

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
20	Provide maintenance and general operational aid for the municipal cemetery as required.		As needed
21	Provide maintenance and operation services for municipal walkways and trail systems.		Ongoing/daily
22	Provide maintenance and general operation assistance for utilidor systems as directed.		Ongoing/daily
23	Provide maintenance and for municipal access routes and parking areas.		Ongoing/daily
24	Plan, document, and monitor inventory. Compile lists of materials and supplies for annual sealift requirements.		Monthly
25	Operate equipment as required to deliver all programs.		As needed
26	Assist Roads Maintenance Manager in developing departmental work plans and budgets.		Annually

**Garage Foreman**

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
1	Supervise all equipment maintenance staff.	<ul style="list-style-type: none"> <li>Ensure your maintenance staff are certified and receive upgrade training on all the equipment they are responsible for.</li> </ul>	Ongoing/daily
2	Keep attendance records of equipment maintenance staff and apprentices.		Ongoing/daily
3	Prioritize and schedule all repair work orders.	<ul style="list-style-type: none"> <li>Scheduling the completion of work orders is key to ensuring assets are maintained and ready for service.</li> </ul>	Ongoing/daily
4	Keep an inventory of essential parts and supplies for fleet operation.	<ul style="list-style-type: none"> <li>Maintaining this inventory and ordering items on sealift will save you money.</li> </ul>	Ongoing/daily
5	Specify and obtain price quotes for replacement parts for the equipment fleet.	<ul style="list-style-type: none"> <li>Through the municipal procurement policy, you should always have a firm quote from a vendor.</li> <li>Always shop around for the best price and materials.</li> </ul>	As needed
6	Formulate and carry out a preventative maintenance program with minimal interruption of essential services.	<ul style="list-style-type: none"> <li>Every municipal asset must be under the municipal preventative maintenance program.</li> </ul>	Ongoing/daily
7	Review weekly fleet fuel consumption records and advise supervisor of problem areas.		Weekly
8	Maintain diesel fuel dispensing equipment and bulk storage system.		Ongoing/daily

TASKS: LARGE MUNICIPALITY		NOTES	FREQUENCY
9	Assist Finance Department and Operations Superintendent in administering and organizing annual sealift operations and attending to shipping, receiving, and storage of same.	<ul style="list-style-type: none"> <li>The sealift/resupply is where you can get the best price for all your inventory needs by buying in bulk.</li> <li>Meet with your staff to determine what you may need for the upcoming year. Prepare a list of items.</li> <li>Once you have had these meetings, meet with the finance department to see what you are able to purchase.</li> <li>Always identify the most essential and the largest items on your list.</li> </ul>	Annually
10	Code invoices pertaining to the equipment maintenance department.	<ul style="list-style-type: none"> <li>Coding of invoices is extremely important. You want to make sure that you receive the money for services provided and it is applied to the correct department.</li> <li>Invoicing for work for others requires a detailed description of the work, so there is not dispute as to what was done.</li> </ul>	As needed
11	Perform hands on maintenance and repairs of all vehicles to ensure essential services are not interrupted due to vehicle and equipment breakdowns.		As needed

## 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.

### First Half of Year: January-June

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<b>Sealift/Resupply</b>	Conduct mid-year inventory count and ask dept. heads for their wish list.	Compile all sealift requests and review.	Draft sealift tender documents. After a final review, send them out to selected vendors. Set a deadline for tender closing.	Review bid submissions and present to council for approval. Send out award letters.		

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<b>Annual Capital and Operational Budgets</b>	Start thinking about what you need for a capital (equipment) budget and the departments operational budget. If new equipment is to be purchased determine the specs and get quotes.	Review the departments present year revenue and expenses to draft a new year budget. Present draft budgets to SAO/CAO.		Implement new year budget.		
<b>Mid-year or Annual Audit</b>		SAO/CAO may ask for documents for the audit.	Conduct full inventory count before the end of the month. Update the computerised inventory system.			
<b>Preventative Maintenance (PM) Schedule for All Municipal Assets</b>	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.
<b>Council Meetings</b>	Attend council meetings when requested by the SAO/CAO.					

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<b>Winter Road Monitoring</b>	Schedule equipment operators for snow removal.	Schedule equipment operators for snow removal.	Schedule equipment operators for snow removal.	Schedule equipment operators for snow removal.		
<b>Safety Meetings and Training</b>	There should be at least one meeting a month and staff training plan setup.					
<b>Municipal Financial Statements</b>	Be prepared to explain any variance in expenditures to the SAO/CAO.					

## Second Half of Year: July-December

OVERARCHING TASK/ RESPONSIBILITY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<b>Sealift/Resupply</b>		Receive sealift order, inspect items, and sign off on invoice.	Receive sealift order, inspect items, and sign off on invoice.	Ensure all items are entered into the inventory system. If new equipment was purchased make sure that it is insured, if mobile must be registered, all manufactures documents and warranty specs are filed. Maintenance schedule setup.		
<b>Annual Capital and Operational Budgets</b>			Review your budget to see if any changes are required.			
<b>Mid-year or Annual Audit</b>			Only if required.			

OVERARCHING TASK/ RESPONSIBILITY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<b>Preventative Maintenance (PM) Schedule for All Municipal Assets</b>	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.	There should be asset PM work orders (W/O) everyday.
<b>Council Meetings</b>	Attend council meetings when requested by the SAO/CAO.					
<b>Winter Road Monitoring</b>				Schedule equipment operators for snow removal.	Schedule equipment operators for snow removal.	Schedule equipment operators for snow removal.
<b>Safety Meetings and Training</b>	There should be at least on meeting a month and staff training plan setup.					
<b>Municipal Financial Statements</b>	Be prepared to explain any variance in expenditures to the SAO/CAO.					

## 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

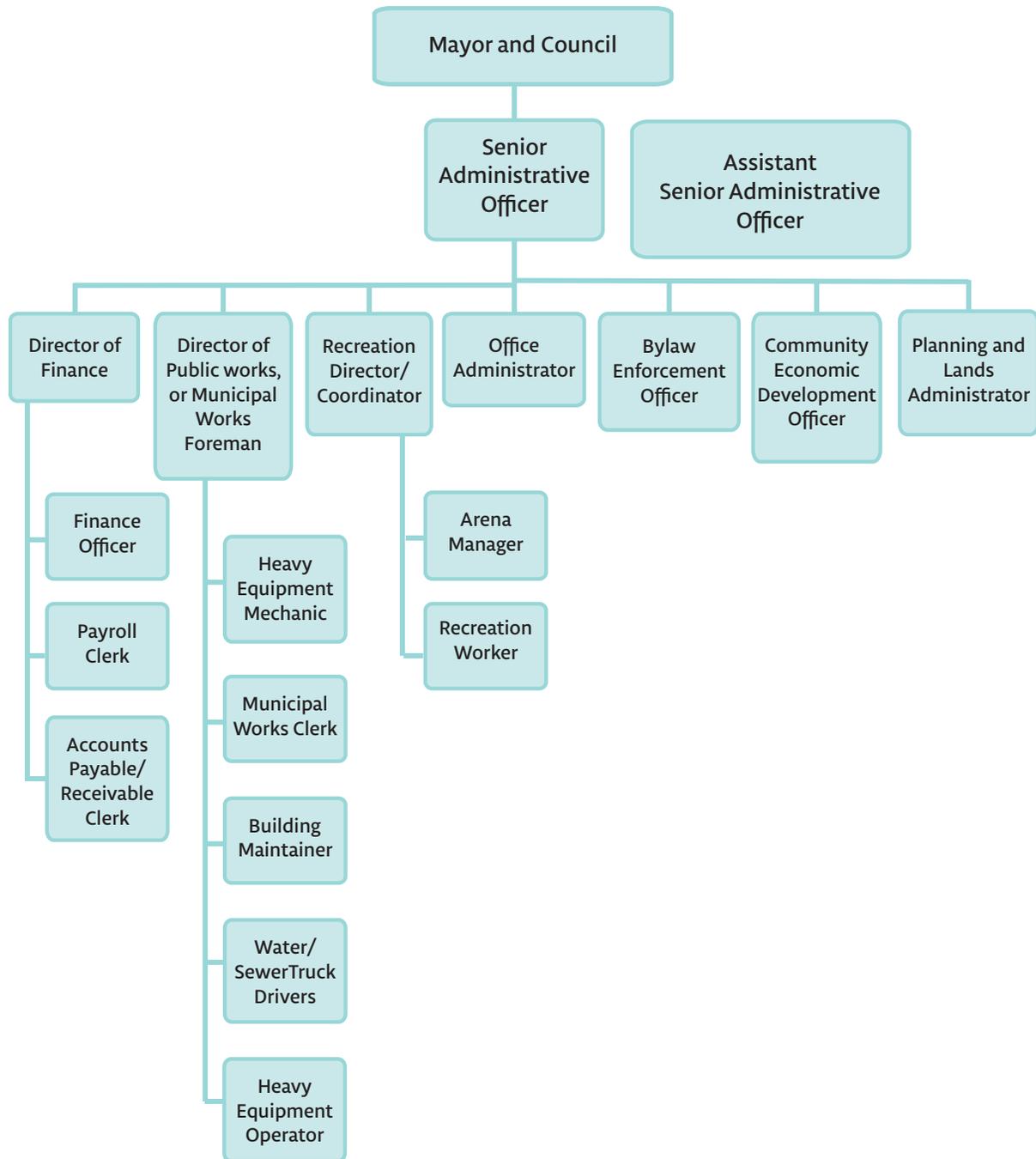
Some examples of training courses for Municipal Works Foremen include:

- Capital Planning and Project Management
- Waste, Wastewater and Solid Waste Management
- Municipal Works Operations
- Workplace Safety
- Maintenance Planning and Management

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.

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





