

10 Minute Trainers

Module 2: Roles and Responsibilities

What Are 10 Minute Trainers?

10 Minute Trainers are short group training sessions designed for council members and is facilitated by the administrator or designate. These trainers include short videos and an opportunity to discuss issues related to your council procedures. 10 Minute Trainers provide general information about different topics and are not meant to be a one-size-fits-all. Always refer to your municipal bylaws and discuss amongst yourselves when completing 10 Minute Trainers.

Each video and discussion will take approximately 10-15 minutes. This module is broken down into three sections. Choose one section to discuss before each council meeting until you have completed all three or pick a time to complete all three at once.

The goal of the trainers is to learn key municipal matters in a team building environment. Use this time to have an open discussion and determine what works best for your council.

Module 2: Roles And Responsibilities

This module helps you explore the roles and responsibilities of municipal administrators and council members. Problems may arise when these roles and responsibilities are not clear. The objective of this module is to provide an opportunity to discuss what the different roles and responsibilities look like in your municipality.

Included In The Package

1. Timeline and Instructions
 - Outlines the steps to complete the 10 Minute Trainers.
2. Facilitator Tips
 - Description of facilitator's role and ideas to address potential barriers.
3. Tent Card
 - Can be used during the training to outline the group ground rules and encourage cooperation.
4. Homework Materials
 - Outlines the topic to be discussed during the group meeting.
 - Provides context before coming together as a group.
5. Participant Worksheet
 - After reviewing the video clip, questions are provided to prompt discussion as a group.
6. Online Links – Video and Online Evaluations
 - Links to short video clips providing examples of situations that a municipal council may encounter.

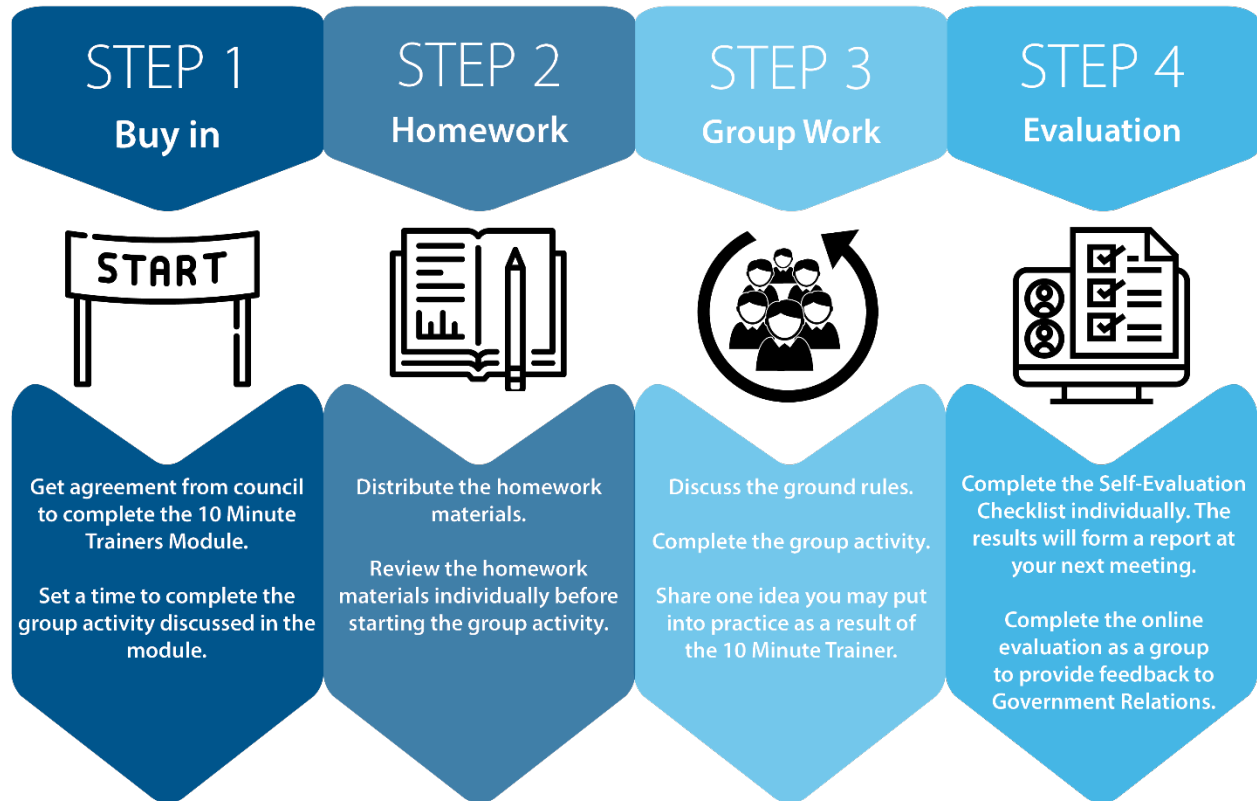
- Links to evaluations to complete online.
7. Complete and Submit Evaluations, if unable to do online
 - Self-Evaluation – opportunity to discuss as a group how the process worked.
 - Participant and facilitator’s evaluations – opportunity to give feedback to the Ministry of Government Relations about this and future modules of 10 Minute Trainers.

Further Information

If you have any questions about the 10 Minute Trainers, please contact 306-787-2680.

Timeline and Instructions

This timeline outlines the steps to complete the 10 Minute Trainers Module.



Materials

The facilitator will work to arrange the necessary materials for the 10 Minute Trainers. Here is what your group will need:

- Laptop with audio or separate speakers;
- Projector* or television;
- Screen or a blank wall to play the videos*;
- Homework materials (enough copies for council);
- Tent card (included in the 10 Minute Trainers package); and
- Copies of participant evaluation (enough copies for council).

* Your council can also gather around the computer monitor to watch the videos if a projector or television is not available.

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Instructions

Facilitator	Council Members
<p>Before the training session:</p> <ol style="list-style-type: none"> 1. Review 10 Minute Trainers package and watch videos. 2. Distribute necessary documents to council: <ol style="list-style-type: none"> a. Homework material b. Tent card c. Participant worksheet 3. Organize time with council to complete the module (each section should only take 10-15 minutes). 4. Make sure necessary materials are ready for training. 	<p>Before the training session:</p> <ol style="list-style-type: none"> 1. Review homework materials. 2. Review any additional reference materials. 3. Bring training materials to session.
<p>During the training:</p> <ol style="list-style-type: none"> 1. Review and discuss ground rules as a group (tent card). 2. Starting with section one, review “Things to keep in mind while watching” from Participant Worksheet. 3. Watch short video clip. 4. Facilitate discussion based on questions from participant worksheet, encourage participation from all council members. 5. Have everyone complete the evaluations. 6. Start again at step two to complete section two and three. 	<p>During the training:</p> <ol style="list-style-type: none"> 1. Review and set up tent card in front of you. 2. Use participant worksheet during video and discussion. 3. Participate in group discussion through sharing ideas and perspective. 4. Give your honest feedback during evaluation.
<p>After the training:</p> <ol style="list-style-type: none"> 1. Complete facilitator survey. 2. Submit any paper evaluations back to Advisory Services and Municipal Relations (contact information is on facilitator evaluation). 	<p>After the training:</p> <ol style="list-style-type: none"> 1. Address any next steps from participant worksheet.

Facilitator Tips

The administrator or designate will take on the role of facilitator. The facilitator is responsible for guiding participants through each 10 Minute Trainer. This includes:

- Setting a time to complete the group activity;
- Distributing the homework material;
- Leading the group discussion; and
- Gathering feedback.

Role Of The Facilitator

Facilitate means to make easier. The role of the facilitator is to create a comfortable, productive space for a group of people, to help guide the process and encourage learning by continuously involving participants. While you may have an opinion about the topic being discussed, attempting to remain neutral during the discussion can encourage more involvement from participants.

Setting The Tone

Create an environment of respect and integrity. As the facilitator, remember to lead by example.

1. Take time to explain your role as the facilitator.
2. Review and discuss the ground rules as a group (outlined on the participant tent card).

Encourage Discussion

Here are some examples you could use:

- Write participants' comments on a whiteboard/flipchart;
- Ask follow-up questions;
- Summarize ideas;
- Encourage people to share their ideas; and
- Do not be afraid to admit you do not know something – use the opportunity to discuss how the group may research the issue.

How To Address Potential Barriers In Group Discussions

The Participant Who Talks Too Much:

- a. Redirect the discussion by acknowledging that person and asking a question on a different topic. For example, “Interesting perspective _____. What were your thoughts when _____ happened in the video?”
- b. Find ways to include other people. For example, “_____ you have been very quiet, I’m wondering if you have any thoughts about what we are talking about?”
- c. Refer back to ground rules discussed previously and respect timeframes. For example, “Thanks for your opinion ____, we committed to 15 minutes for this exercise, we have about 5 minutes left, what other thoughts are on people’s minds?”

The Member Who Will Not Talk:

- a. Provide opportunities for smaller group discussions (partners), prior to discussing as a group.
- b. Ask open-ended questions like “What came to mind as we were watching the video?”, “How does this relate to your experience?”
- c. Give time for individual reflection prior to group discussion. Participants may want to write out their thoughts.

The Discussion Goes Off Track:

- a. List the questions or issues you want to cover on a board/flipchart.
- b. Summarize the discussion to help redirect participants.
- c. Write down any off-topic ideas that can be discussed later.

The Discussion That Turns Into A Disagreement:

- a. If providing some information may help a solution, refer the participants to the legislation/bylaw. For example, “I am hearing that there is some clarity needed about _____ legislation/bylaw. How about I get that after our meeting, you can have a look at it and we can continue the discussion later?”
- b. When disagreements are value-based, remind the participants that they are there to learn from each other and share perspectives. For example, “I’m getting the sense that we have different perspectives on this topic, remember we are all here to learn from each other and when we do that, we become a stronger unit.”
- c. Refer back to the ground rules and remind participants that you are doing this to be curious rather than judgemental.
- d. Take a short break.

Ground Rules

Share the airtime.

One speaker at a time.

Use “I” statements.

Honour time limits.

Success depends on participation – share ideas and ask questions.

Listen to understand.

Let go of the outcome.

Conc of silence – whatever is said in the room, stays in the room.

Tips for Working Better Together

Be Respectful

A successful working relationship is based on a solid foundation of respect. This means taking time to learn about your colleagues’ values and perspectives. Being respectful also means carefully considering the impact of your actions on others.

Have Realistic Expectations

Some issues cannot be resolved in one meeting. Communicate openly and identify the goals of your meeting. While you may not come to an agreement in the first meeting, you will gain a better understanding of each other’s concerns and what may be needed to address them.

Be Flexible

While working in groups and dealing with complex issues, it is easy to become frustrated. By being flexible, you are being responsive to change and reducing stress and disappointment if things do not go exactly as you planned.

Balance Appreciation and Judging

Appreciate everyone’s input, even if you disagree. It shows that you are engaged in the discussion.

Homework Materials

Key responsibilities for municipal council members and administrators are set out in legislation. Depending on the size and type of municipality, it may be *The Municipalities Act*, *The Cities Act* or *The Northern Municipalities Act, 2010* (the Acts). Be advised that there are many differences in municipalities and this training is not a “one-size-fits-all” solution. Both Saskatchewan Association of Rural Municipalities (SARM) and Saskatchewan Urban Municipalities Association (SUMA) have handbooks outlining key responsibilities for council members, including information for administrators. The Ministry of Government Relations has a *Council Member’s Handbook* and a *Municipal Administration Reference Guide*, and both are referenced in this material. Links for all the materials can be found at the end of this document. The Municipal Leadership Development Program, referenced at the end of this section, also has modules with further information. Throughout this module the roles of the administrator and council members will be highlighted. Where the role is legislated, the appropriate section is referenced. When there is no reference to legislation, these are policy decisions to be made by council and are highlighted here to encourage thought and discussion.

Section 1: The Roles Of An Administrator

The administrator of the municipality is a critical member of the municipal team (council, administrator and other employees). They advise, inform and make recommendations to council on operations, policies, programs and finances of the municipality to name a few. It is important for every member of the municipal team to understand the roles and responsibilities of the administrator. This section will share the main responsibilities of the administrator to help council understand the complexity of the administrator’s role. Always refer to legislation and other resources for a full description of the administrator’s responsibilities.

What Are The Key Responsibilities For An Administrator?¹

Two key responsibilities of an administrator relate to:

- Legislation
- Finances

What Is The Administrator’s Legislative Responsibility To Council?²

The administrator’s responsibility to council is to advise on their legislative responsibilities and make recommendations on all facets of municipal operations.

The Acts set out a few of the duties that the administrator is legislated to perform. These include the safekeeping of the municipal records, ensuring that minutes of council meetings are recorded and ready for council approval, maintaining the municipality’s bylaw register and keeping accurate and complete accounting records.

¹ section 111 *The Municipalities Act*, section 85 *The Cities Act*, section 127 *The Northern Municipalities Act, 2010*

² clause 111(2)(e) *The Municipalities Act*, clause 85(2)(f) *The Cities Act*, clause 127(2)(f) *The Northern Municipalities Act, 2010*

There are duties and responsibilities detailed in other sections of the Acts. For example, the Acts require that the administrator and other municipal employees who handle cash or securities be bonded.³

There are also certain duties bestowed upon administrators by other legislation. Legislation examples are, *The Tax Enforcement Act*, *The Local Government Election Act, 2015*, *The Planning and Development Act, 2007* and *The Education Property Tax Act* to name a few.

What Is The Administrator's Financial Responsibility To Council?⁴

The integrity and completeness of the financial records must be skillfully maintained by the administrator. Council needs the administrator to relay financial information so they can effectively understand municipal finances and make informed decisions. Examples of financial tasks that the administrator is responsible for are:

- Cash collections, payments, disbursement of funds as directed by council and by law;
- Ensures an accurate account of assets and liabilities is kept; and
- Prepares and explains financial statements.

Stakeholders that may require financial information are council, auditor, financial institutions, citizens, and possibly additional financial reporting to conservation and development areas, Saskatchewan Municipal Hail Insurance Association, regional parks and/or pipelines just to name a few.

Administrator:

- ✓ Provides financial management;
- ✓ Provides research and recommendations based on discussions by council; and
- ✓ Provides for the administration of the municipality.

What Are Some Of The Day-To-Day Responsibilities Of The Administrator?

Municipal administrators have many day-to-day responsibilities that council may not be aware of. They are often the first face public see when they go to the municipal office. They are an advisor to council, the keeper of municipal documents and the voice (conduit) to citizens. The administrator's role can be viewed similar to that of a general manager in other organizations.

An administrator's role as advisor to council is to research legislation and recommend different options that will assist in the vision council has for the municipality. Performing the role of an advisor does not mean telling council what to do. What it means is ensuring that council is provided with the most up-to-date information on legislative requirements, current trends, best practices and the approaches that other municipalities are using in similar circumstances. Remember it is council that makes the final decision, the administrator should remain neutral and not vested in the decision.

³ section 113 *The Municipalities Act*, section 88 *The Cities Act*, section 122 *The Northern Municipalities Act, 2010*

⁴ clause 111(2)(d)(i-p) *The Municipalities Act*, clause 127(2)(d)(j-n) *The Northern Municipalities Act, 2010*

Safekeeping and preservation of municipal documents is required in legislation and council must establish a records retention and disposal schedule.⁵ This schedule will assist the administrator with the authority to retain and dispose of municipal documents.

Administrators are the public face for citizens after council makes its decisions and, therefore, is responsible to ensure those decisions are carried out. If citizens have questions regarding the decisions of council, they can go to the administrator or a council member. Going to the municipal office helps the citizens understand available options if they have any concerns.

What Is The Administrator’s Role At A Council Meeting?

Council meetings are where decisions are made for the municipality. The administrator, or designate, is required to attend and record all motions and critical events at council meetings.⁶ The administrator typically prepares options/recommendations for council’s consideration. The Council Procedures Bylaw will set out the procedures for meetings. Administrators will assist council with understanding and advising on meeting procedures.

Administrator:

- ✓ Is often the public’s first point of contact;
- ✓ Provides operational day-to-day management of the municipality and provides direction to employees as authorized by council; and
- ✓ Provides for implementation of policy and bylaws as approved by council.

Section 2: The Roles of Council Members

Municipalities, by legislation, are municipal corporations and are responsible to:

- Provide good government;
- Provide services and facilities necessary and desirable for all or part of the municipality;
- Develop and maintain a safe and viable community;
- Foster economic, social and environmental well-being; and
- Provide wise stewardship of public assets.⁷

All municipalities are required to act through council, and may exercise its powers through the passing of bylaws or resolutions at council meetings.⁸

Given this basis in legislation, being elected to a municipal council offers the opportunity to significantly influence the quality of life for the municipality and comes with many responsibilities. Council members’ responsibility include:

- Making decisions about municipal services;
- Establishing policies; and

⁵ section 116(2) *The Municipalities Act*, section 90 *The Cities Act*, section 132 *The Northern Municipalities Act, 2010*

⁶ clause 111(2)(a)(b) *The Municipalities Act*, clause 85(2)(a)(b)(h) *The Cities Act*, clause 127(2)(a)(b) *The Northern Municipalities Act, 2010*

⁷ section 4 *The Municipalities Act*, section 4 *The Cities Act*, section 4 *The Northern Municipalities Act, 2010*

⁸ section 5 *The Municipalities Act*, section 5 *The Cities Act*, section 5 *The Northern Municipalities Act, 2010*

- Providing direction for the operation of the municipality in a manner which encourages participation in the governance process.

In this section there is information about some of the responsibilities and limitations of municipal council members. Always refer to legislation and resources available for further information.

What Are The Key Responsibilities Of A Municipal Council?

Council is elected by the citizens to make decisions for the municipality. Council is the governing body that provides leadership for the municipality.⁹ Leadership is shown through the passing of bylaws and establishing policy.¹⁰ Council should ensure that administrative procedures and policies are in place to implement council decisions.¹¹ Council as a whole, is the decision maker in the municipality and all decisions must be made through voting.¹² A majority of votes is required to make council decisions.¹³ No one councillor has the authority to make decisions, as seen in the video. Even if an individual councillor did not vote in favour of a resolution, a council decision is the decision of the municipality and must be respected.

Council will need to make many complex decisions. These may include decisions on strategic and financial planning, economic development, staff, public relations and communications and land use planning¹⁴. Further information about council's role in financial management can be found in the *Council Member's Handbook*, (p. 13-17).

⁹ section 79 *The Municipalities Act*, section 53 *The Cities Act*, section 98 *The Northern Municipalities Act, 2010*

¹⁰ section 85 *The Municipalities Act*, section 85 *The Cities Act*, section 85 *The Northern Municipalities Act, 2010*

¹¹ subsection 92(d) *The Municipalities Act*, subsection 65(d) *The Cities Act*, subsection 106(d) *The Northern Municipalities Act, 2010*

¹² section 99 *The Municipalities Act*, section 72 *The Cities Act*, section 114 *The Northern Municipalities Act, 2010*

¹³ section 100 *The Municipalities Act*, section 73 *The Cities Act*, section 115 *The Northern Municipalities Act, 2010*

¹⁴ section 92 *The Municipalities Act*, section 65 *The Cities Act*, section 106 *The Northern Municipalities Act, 2010*

Council:

- ✓ Provides leadership through developing and evaluating policies, programs and bylaws;
- ✓ Has decision making authority as a whole; and
- ✓ Is directly responsible to ensure a municipality has the resources needed to carry out duties.

What Are The Key Responsibilities Of An Individual Council Member?

A member of council must:

- Represent the citizens and consider the well-being and interests of the entire municipality;¹⁵
- Participate in council, committee and other meetings¹⁶ as required (to find more information about committees see 10 Minute Trainers – Module 1 and The Council Members Handbook, (p. 8);
- Deal with conflict of interest¹⁷ and adhere to the Code of Ethics Bylaw;¹⁸
- Sign an Oath of Office¹⁹ and complete Public Disclosure Statements;²⁰ and
- Ensure that administrative procedures and policies are in place to implement council decisions.²¹

Council members have an equal voice at the council table – every council member has one vote.²²

Council meeting procedures may vary from municipality to municipality, as each municipality establishes its own rules and processes for conducting business. Council members should become familiar with the Council Procedures Bylaw to ensure consistency and transparency for all council members, administration and the public. For more information on Council Procedures Bylaws, see Module 1 of 10 Minute Trainers.

An effective council member is objective, open-minded and willing to listen. They must look at each issue in light of what is the best course of action for the municipality as a whole, regardless of personal feelings. Everyone's input is important and should be respected for the democratic process to be successful.

As it relates to ensuring your municipality has the resources it needs to carry out its functions, it is the council's responsibility to hire an administrator or clerk as defined in the Acts.²³ That

¹⁵ subsection 92(a) *The Municipalities Act*, subsection 65(a) *The Cities Act*, subsection 106(a) *The Northern Municipalities Act, 2010*

¹⁶ subsection 92(c) *The Municipalities Act*, subsection 65(c) *The Cities Act*, subsection 106(c) *The Northern Municipalities Act, 2010*

¹⁷ section 144 *The Municipalities Act*, section 114.1 *The Cities Act*, section 159.1 *The Northern Municipalities Act, 2010*

¹⁸ section 93.1 *The Municipalities Act*, section 66.1 *The Cities Act*, section 107.1 *The Northern Municipalities Act, 2010*

¹⁹ section 94 *The Municipalities Act*, section 68 *The Cities Act*, section 108 *The Northern Municipalities Act, 2010*

²⁰ section 142 *The Municipalities Act*, section 116 *The Cities Act*, section 160 *The Northern Municipalities Act, 2010*

²¹ subsection 92(d) *The Municipalities Act*, subsection 65(d) *The Cities Act*, subsection 106(d) *The Northern Municipalities Act, 2010*

²² section 99 *The Municipalities Act*, section 72 *The Cities Act*, section 114 *The Northern Municipalities Act, 2010*

²³ section 110 *The Municipalities Act*, section 85 *The Cities Act*, section 126 *The Northern Municipalities Act, 2010*

administrator then has many responsibilities, as set out in section 1 of this module. The administrator, with council's authorization, has the ability to delegate any or all of his/her powers to other employees of the municipality.²⁴

Understanding the limitations of a council member is also important. Legislation states a member of council cannot be an employee of:²⁵

- The municipality;
- The municipality's committees;
- Business improvement districts; or
- Controlled corporations.

What Is The Council Member's Role At A Council Meeting?

It is a council member's responsibility to know the procedures when attending a council meeting. The municipality's Council Procedures Bylaw²⁶ will outline meeting procedures to be followed. Module 1 of the 10 Minute Trainers focuses on this topic.

Council members are expected to know and comply with the Code of Ethics Bylaw. This bylaw will define how council members will act with each other, employees and the public.²⁷ For more information about the model Code of Ethics, refer to the Council Member's Handbook, (p. 5).

What Are The Responsibilities Of The Mayor Or Reeve?

In addition to all roles of a council member, the mayor or reeve has a few additional responsibilities of being the head of council. The mayor or reeve also:

- Chairs a council meeting when in attendance, unless council has passed a bylaw for someone else to chair the meeting;
- Signs bylaws;
- Is authorized to call a special meeting;
- Is a member of all council committees and all bodies established by council, unless council provides otherwise;
- Makes all decisions and takes all actions about releasing information as the "head" under *The Local Authority Freedom of Information and Protection of Privacy Act*, unless the mayor or reeve delegates in writing the authority as "head" to an employee of the municipality; and
- Performs other duties that legislation or a municipal bylaw requires.²⁸

²⁴ subsection 110(4) *The Municipalities Act*, subsection 84(3) *The Cities Act*, subsection 126(5) *The Northern Municipalities Act, 2010*

²⁵ section 112 *The Municipalities Act*, section 86 *The Cities Act*, section 128 *The Northern Municipalities Act, 2010*

²⁶ section 81.1 *The Municipalities Act*, section 55.1 *The Cities Act*, section 100.1 *The Northern Municipalities Act, 2010*

²⁷ subsection 93.1(2) *The Municipalities Act*, subsection 66.1(2) *The Cities Act*, subsection 107.1(2) *The Northern Municipalities Act, 2010*

²⁸ section 93 *The Municipalities Act*, section 66 *The Cities Act*, section 107 *The Northern Municipalities Act, 2010*

What Is The Day-To-Day Role Of Council Members?

Legislatively, council does not have a role in day-to-day operations. Council's main role is to be prepared for upcoming meetings and be open to public input. It is important to remember that your role as a council member is to make decisions and provide direction in conjunction with other members of council at a meeting. Keeping a good working relationship between council members and the administrator is critical to the working of the municipality.

Council members need to maintain confidentiality throughout their term in office. As a council member, you may be privy to third-party or confidential information. Matters discussed in closed meetings or confidential information should be kept private until discussed in open session. Council members should be prepared to defend council decisions. This may be difficult to do for a council member who did not support the majority vote.

You may be called upon to attend meetings and/or training sessions to bring information back to council. These educational opportunities on municipal matters help you learn good governance, to set policies and enact bylaws in the best interest of your citizens.

A Member of Council:

- ✓ Represents the citizens at the council table, while considering the well-being and interests of the entire municipality when making decisions;
- ✓ Understands procedures and participates in council, committees and other body's meetings; and
- ✓ Is an appropriate resource for the administrator and preserves the relationship between council and administration.

Section 3: The Blurred Lines

Having a respectful, productive, working relationship between council and administration is critical to ensure good governance and a healthy municipality. Whether it is a change of administration or a change on council, new relationships are formed and previous ones may be tested. SARM's *Council Members Handbook* (p. 10) and SUMA's *Elected Officials Handbook* (p. 12) both describe this relationship between council and administration as one of the most important aspects of a municipal government.

All members of the municipal government team (council, administration and employees) need to understand the differences between their roles and responsibilities and be prepared to discuss those differences openly when needed. These discussions are important to ensure lines are not being crossed unknowingly and creating a potential for conflict.

As you review this section of the module, you will be introduced to different scenarios highlighting this "blurring of the lines" of responsibility that can happen in any municipality that, if not discussed and dealt with as a group, could lead to conflict. The video will show only a few examples of when the lines can be crossed between administration and council. Good

open communication can be useful when approaching situations that may be caused by blurring the lines of responsibility.

When there is no pre-existing relationship, or the relationship between a council member and administrator is strained, boundaries can be unintentionally crossed. For example, if direction is given to the administrator at a council meeting to follow up on a tax arrears situation and after the council meeting the council member approaches that citizen to discuss the arrears, this could strain the relationship between the council member and administrator. Following directions given at the council table will ensure that the entire municipal team works together and conflicts may be avoided.

When you review the short video, pay attention to the following examples of when a line may be blurred between the roles and responsibilities of councils and administrators.

What you will see in the video	Why it causes a blurred line
An administrator making a unilateral decision.	Even though it may be efficient and easy for an administrator (especially one that has been working in the municipality for a number of years) to make a decision on an issue, decisions must be made through a council resolution.
A council member giving direction to an outside employee.	All day-to-day direction and management of outside employees should be done by the administrator or appropriate manager. Council's role with the outside employees is an indirect one, by providing leadership, setting policy and relaying feedback to the administrator from the public.
An administrator making an assumption based on a discussion at a council table.	Decisions must be made at the council table and until that happens, the administrator should not be making assumptions based on what they heard at a council meeting. It is important for administrators to stay unbiased about a decision or discussion of council and provide feedback from a neutral perspective.
A council member interfering with the flow of information out of the office.	Members of the public and other external stakeholders may become confused about the roles of council members and administration if council members are performing administrative duties.

After reviewing the video, you will be given the opportunity to discuss, from your municipality's perspective, where there might be blurred lines and what you would do about the example situations based on your municipality's policies and bylaws. It may be helpful to think of some situations in your municipality where you may have questions about whose responsibility it is and come prepared to discuss those topics. When thinking about situations that may include blurred lines, remember it is always important to refer to legislation and your policies, procedures and bylaws to decide the best course of action for your municipality.

Effective Municipal Teams:

- ✓ Are critical to good governance;
- ✓ Have a clear understanding of each other's roles and responsibilities; and
- ✓ Have open, clear and respectful communication when lines are blurred.

Resources:

Resources reference in this module:

- Ministry of Government Relations, *Municipal Administration Reference Guide*: <https://publications.saskatchewan.ca/api/v1/products/102154/formats/112964/download>
- Ministry of Government Relations, *Council Members' Handbook*: <https://publications.saskatchewan.ca/api/v1/products/83120/formats/95528/download>
- Saskatchewan Association of Rural Municipalities (SARM), *Councillor Handbook*: <https://sarm.ca/+pub/File/Resources-Publications/SARM%20Info%20Booklet.pdf>
- Saskatchewan Urban Municipalities Association (SUMA), *Elected Officials Handbook*: https://suma.org/img/uploads/documents/2016_suma_elected_officials_handbook_.pdf
- Municipal Leadership Development Program (MLDP): <http://mldp.ca/>
- 10 Minute Trainer – Module 1: Council Procedures Bylaw: <https://www.saskatchewan.ca/government/municipal-administration/training-workshops-and-advisory-services-for-municipalities/training-for-municipal-council>

Further Resources:

- Rural Municipal Administrators' Association of Saskatchewan (RMAA): <http://rmaa.ca/index>
- Urban Municipal Administrators Association of Saskatchewan (UMAAS): <http://umaas.ca/>
- Saskatchewan Municipal Peer Network: <https://www.saskpeernetwork.org/>
- Publications Saskatchewan: <https://publications.saskatchewan.ca/#/home>

Participant Worksheet

Section 1: The Roles of an Administrator	
<p>Things to keep in mind while watching:</p> <ul style="list-style-type: none"> • Administrator is the operational day-to-day manager and the front face of the office. • Administrator is the records manager and carries out decisions made by council. • Administrator provides research and recommendations to council. 	<p>Observations:</p>
<p>Questions to discuss as a group:</p> <ul style="list-style-type: none"> • What was confusing or did not make sense for you from the video clip? • What questions do you have about the administrator’s role in your municipality after watching the video? • What supports are in place for the administrator to do his/her job most effectively? <ul style="list-style-type: none"> ○ Are further supports needed? If so, how will this be accomplished? 	<p>Notes:</p>

Section 2: The Roles of a Councillor

Things to keep in mind while watching:

- Council provides leadership through creation of policy and bylaws.
- Council represents the public that elected them and works to better the municipality as a whole.
- Council can be an appropriate resource for the administrator.

Observations:

Questions to discuss as a group:

- What was confusing or did not make sense for you from the video clip?
- What questions do you have about the council member's role in your municipality after watching the video?
- What information would be helpful for you in your role as a council member?
- What support is in place for the councillor to do his/her job most effectively?
 - Are further supports needed? If so, how will this be accomplished?

Notes:

Section 3: The Blurred Lines

Things to keep in mind while watching:

- Working together as a municipal team is critical.
- Having a good working relationship between council and administration is fundamental to good governance and functioning of the municipality.

Observations:

Questions to discuss as a group:

- What was confusing or did not make sense for you from the video clip?
- If these scenarios took place in your municipality, how would your council and administration work together to address these issues?
- What, if any, other areas can you think of, as a group, that may result in some blurred lines for your municipality?
 - What would you do in those scenarios?

Notes:

Video and Evaluation Links

Video Links

Section 1 – The Roles of an Administrator – <https://www.youtube.com/watch?v=xO54Slzquhk>

Section 2 – The Roles of a Councillor – <https://www.youtube.com/watch?v=kMDNqPiDb-M>

Section 3 – The Blurred Lines – <https://www.youtube.com/watch?v=33iySpDFHxo>

Evaluation Links

Participant Evaluation: <https://ca.surveygizmo.com/s3/50049986/10-Minute-Trainers-Participant-Evaluation-General>

Facilitator Evaluation: <https://ca.surveygizmo.com/s3/50049992/10-Minute-Trainers-Facilitator-Evaluation-General>

Note: If you or your council is unable to complete the evaluations electronically, we have provided a printable copy in the trainer package. Please submit all feedback to the Ministry of Government Relations with the information provided at the end of the facilitator's evaluation.

10 Minute Trainers

Self-Evaluation Checklist

Instructions

Answer yes or no to the statements below. Provide a brief answer to the two questions as well.

The facilitator will collect the completed evaluations, compile the results and provide a report at your next meeting.

Statements		Yes	No
1.	The facilitator was prepared for the activity.		
2.	The facilitator helped to manage group dynamics.		
3.	I acknowledged good contributions from team members.		
4.	I was able to give and receive constructive criticism.		
5.	I learned something I did not know about the topics presented.		
6.	We made sure all voices were heard during discussions.		
7.	We resolved any conflicts that arose in the group.		
8.	We all came prepared for the activity.		
9.	We established and honoured the ground rules.		

Questions:

1. What was challenging about the 10 Minute Trainers?

2. What worked well during the 10 Minute Trainers?

10 Minute Trainers

Participant Evaluation

Instructions

Please indicate how much you agree with the following statements by checking your response using the scale provided:

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree and 5 = strongly agree.

The facilitator will collect the completed evaluations and submit them to the Ministry of Government Relations.

Statements		1	2	3	4	5
1.	The facilitator was prepared for the training.					
2.	I came prepared for the training.					
3.	The training materials were clear.					
4.	The videos helped facilitate discussion.					
5.	I learned something I did not know about the topics presented.					
6.	The activity helped with team building.					
7.	There was enough time.					
8.	I would participate in another 10 Minute Trainer.					

Questions:

1. What did you like most about the 10 Minute Trainers?
2. What aspects of the 10 Minute Trainers could be improved?
3. What did you learn from participating in the 10 Minute Trainers?
4. How do you hope to improve your practice as a result of this training?
5. What other topics would you like to see in future 10 Minute Trainers?

10 Minute Trainers

Facilitator Evaluation

Please indicate how much you agree with the following statements by checking your response using the scale provided:

1 = strongly disagree 2 = disagree 3 = neutral 4 = agree and 5 = strongly agree.

Please submit your completed evaluation along with the participant evaluations to the Ministry of Government Relations.

Statements		1	2	3	4	5
1.	I came prepared for the training.					
2.	The training materials were clear.					
3.	The facilitator tips helped me deliver the training.					
4.	The videos helped facilitate discussion.					
5.	Participants were engaged in discussions.					
6.	I managed group dynamics well.					
7.	Participants learned something they did not know about the topics presented.					
8.	There was enough time.					
9.	I was comfortable facilitating this training.					
10.	I would participate in another 10 Minute Trainer.					

Questions:

1. What did you like most about the 10 Minute Trainers?
2. What aspects of the 10 Minute Trainers could be improved?
3. What did you learn from facilitating the 10 Minute Trainers?
4. How do you hope to improve your practice as a result of this training?
5. Were there any issues with technology (ex. YouTube vs USB and projector/computer screen)?
6. What other topics would you like to see in future 10 Minute Trainers?

Scan and email completed evaluations to:

Patrick Chastel – Manager, Strategic Initiatives

Advisory Services and Municipal Relations

Ministry of Government Relations

patrick.chastel2@gov.sk.ca