

**SENIOR ADMINISTRATIVE OFFICER  
DACUM CHART**

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**FOR THE NORTHWEST TERRITORIES, CANADA**



*Learning is for life*

Education, Culture & Employment



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# DACUM INTRODUCTION

The Department of Education, Culture and Employment (Government of the Northwest Territories) encourages the pursuit of excellence by developing DACUM (Develop A Curriculum) charts and occupational standards in cooperation with government and industry partners. This DACUM chart was developed in conjunction with the Department of Municipal and Community Affairs (MACA) and partners at the community level.

As a result of self-government, and community strategic planning and empowerment initiatives, community administrations have greater responsibility for a broadening range of public programs and services. To assist community governments with these additional tasks, improved access to training opportunities is required. The development of DACUM charts, occupational standards, and performance evaluations plays an important role by identifying training needs and by recognizing those who are competent in their chosen occupations.

The School of Community Government (SCG) in MACA coordinates the development and delivery of training to community governments. Their goal is to improve systems, supports and resources for community government staff so that growth and development can be maximized. This DACUM chart is one of many documents that the SCG uses to achieve this goal.

DACUM charts outline the knowledge, skills and attitudes a person must have to be considered competent in an occupation. DACUMs are developed by those with expertise in the occupation. Relevant training and assessment tools can be developed on the basis of a DACUM chart.

DACUM charts benefit four important stakeholder groups. They assist:

- **employers and industry associations** by:
  - identifying training needs
  - identifying the competencies required to successfully perform in the occupation
  - providing the basis for development of job descriptions and performance evaluations
  - assisting with staff recruitment by defining areas of required proficiency
- **employees** by:
  - providing a basis for self-assessment
  - identifying career path and skill transfer opportunities within the occupation and the industry
  - identifying training needs
  - enhancing public and professional image
- **educators/trainers** by:
  - providing a guide for relevant curriculum and program development
  - identifying learning modules for specific skills
- **learners/trainees** by:
  - providing detailed information about the requirements of an occupation
  - identifying training required to meet career goals
  - providing a basis for self-assessment.

# DACUM HOW A DACUM CHART IS USED

A DACUM chart is composed of three sections:

1. Major Category:
  - identifies a general activity within an occupation
  - in the following example, the major category is **1. FINANCIAL MANAGEMENT**
2. Skill:
  - identifies a general skill within the general activity
  - in the following example, the skill is **A. Prepare Budget**
3. Subskill:
  - identifies a specific activity or task required of an individual in this job
  - in the following example, there are two subskills:
    - 1.A.1 Estimate expenditures and revenue; and
    - 1.A.2 Develop deficit recovery plan

Each subskill has four small boxes beneath it. These boxes can be used to record:

- a performance evaluation, by supervisors during on-the-job training or by educators at a learning facility, or
- a self-assessment, by learners, trainees and employees.

Major Category	Skill	Subskill	
<b>1. FINANCIAL MANAGEMENT</b>	<b>A. Prepare Budget</b>	1.A.1 Estimate expenditures and revenue	1.A.2 Develop deficit recovery plan

The boxes on the chart may be used to perform evaluations or assessments, providing on-going snapshots of an individual's performance over time. There are many ways to rate performance. The following is one example:

## Sample Rating Scale

1. individual can perform parts of this skill satisfactorily but requires frequent assistance and/or supervision to perform the entire skill
2. individual can perform this skill but requires periodic assistance and/or supervision
3. individual can perform this skill satisfactorily without assistance or supervision
4. individual can perform this skill satisfactorily and can lead others in performing it

## DACUM **JOB DEFINITION**

A Senior Administrative Officer manages community operations under the direction of a council and in compliance with all relevant legislation.

The occupation of Senior Administrative Officer is also known by the following titles:

- Community Manager
- Town Manager

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## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill							
<b>1. FINANCIAL MANAGEMENT</b>	<b>A. Prepare Budget</b>	1.A.1 Estimate expenditures and revenue	1.A.2 Develop deficit recovery plan	1.A.3 Conduct analysis and cash flow forecasting	1.A.4 Develop budgets for approval	1.A.5 Review budgets	1.A.6 Calculate municipal service rates		
		1.A.7 Establish policies and guidelines for unit costing and replacement							
		<b>B. Review Finances</b>	1.B.1 Comply with General Accounting Principles	1.B.2 Comply with financial guidelines and policies	1.B.3 Implement accounting systems	1.B.4 Maintain accounting systems	1.B.5 Oversee payroll function	1.B.6 Follow up on management letters	
			1.B.7 Establish internal controls	1.B.8 Prepare for fiscal year-end audit	1.B.9 Ensure collection of accounts receivable	1.B.10 Deposit funds in general operation account	1.B.11 Manage surplus funds	1.B.12 Manage debenture registers	
			<b>C. Perform Financial Analysis</b>	1.C.1 Analyze financial reports monthly, quarterly and annually	1.C.2 Analyze aged accounts	1.C.3 Ensure maximum return on investment	1.C.4 Recommend budget changes		

## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill					
<b>1.</b> <b>FINANCIAL</b> <b>MANAGEMENT</b> <b>Cont'd</b>	<b>D.</b> <b>Administer Taxes</b>	<b>1.D.1</b> Ensure property appraisal process is current	<b>1.D.2</b> Balance tax rolls	<b>1.D.3</b> Submit claim forms	<b>1.D.4</b> Develop property classifications for assessment purposes	<b>1.D.5</b> Establish mill rates	<b>1.D.6</b> Send notice of assessment to property owners
		<b>1.D.7</b> Collect taxes	<b>1.D.8</b> Perform municipal board secretarial duties				
<b>2.</b> <b>CONTRACT</b> <b>MANAGEMENT</b>	<b>A.</b> <b>Perform Contract Services</b>	<b>2.A.1</b> Prepare tender documents	<b>2.A.2</b> Invoke contribution funding and special service agreements	<b>2.A.3</b> Negotiate and monitor service contracts	<b>2.A.4</b> Comply with terms, conditions and reporting requirements	<b>2.A.5</b> Monitor and evaluate contracts	<b>2.A.6</b> Prepare legal documents
		<b>3.A.1</b> Develop fire prevention bylaws	<b>3.A.2</b> Oversee fire brigade	<b>3.A.3</b> Perform inspection services			
<b>3.</b> <b>PROTECTIVE</b> <b>SERVICES</b>	<b>A.</b> <b>Maintain Fire Protection</b>						

## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill					
<b>3. PROTECTIVE SERVICES Cont'd</b>	<b>B. Maintain Police Protection</b>	3.B.1 Develop enforcement bylaws	3.B.2 Implement enforcement bylaws	3.B.3 Promote safety awareness			
<b>C. Implement Civil Emergency Measures</b>		3.C.1 Establish emergency measures committee	3.C.2 Coordinate emergency preparedness	3.C.3 Prepare plan for council approval	3.C.4 Review and practice plan	3.C.5 Ensure training for staff, council and volunteers	3.C.6 Act as coordinator during plan implementation
<b>4. LAND</b>	<b>A. Implement Land Management Program</b>	3.C.7 Debrief situations					
<b>5. OPERATIONS MANAGEMENT</b>	<b>A. Manage Operations</b>	4.A.1 Facilitate development of community plan	4.A.2 Develop zoning and land use regulations	4.A.3 Co-ordinate planning and construction of subdivisions	4.A.4 Maintain land inventory and files	4.A.5 Oversee implementation of land development and services	4.A.6 Administer leases
		5.A.1 Manage road construction and maintenance	5.A.2 Manage water, sewage and solid waste systems	5.A.3 Manage airport construction and maintenance	5.A.4 Manage other works and services	5.A.5 Negotiate franchise agreements	

# Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill					
5. <b>OPERATIONS MANAGEMENT Cont'd</b>	<b>B. Provide Municipal Services</b>	5.B.1 Provide services through community agreements	5.B.2 Prioritize programs and services	5.B.3 Implement community programs	5.B.4 Monitor community programs	5.B.5 Evaluate community programs	
6. <b>COMMUNICATION SKILLS</b>	<b>A. Use Communication Skills</b>	6.A.1 Practice active listening	6.A.2 Write business documents	6.A.3 Resolve conflicts	6.A.4 Demonstrate negotiation skills	6.A.5 Make presentations	
7. <b>PUBLIC AND COMMUNITY RELATIONS</b>	<b>A. Display Public Relations Skills</b>	7.A.1 Develop information services program	7.A.2 Facilitate public meetings	7.A.3 Liaise with community groups	7.A.4 Develop working relationships with other agencies	7.A.5 Promote municipality and council	7.A.6 Address public complaints
	<b>B. Demonstrate Awareness of Political Environment</b>	7.A.7 Practice customer service skills	7.A.8 Implement quality service levels	7.A.9 Communicate goals and objectives	7.A.10 Respond to public enquiries		
		7.B.1 Practice cross-cultural awareness and sensitivity	7.B.2 Observe traditional values	7.B.3 Demonstrate awareness of political initiatives			

## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill					
<b>8.</b> <b>HUMAN RESOURCE</b> <b>MANAGEMENT</b>	<b>A.</b> <b>Manage Human</b> <b>Resources</b>	8.A.1 Write job descriptions and skill profiles	8.A.2 Recruit staff	8.A.3 Analyze training requirements	8.A.4 Provide on-the-job training	8.A.5 Provide professional development opportunities	8.A.6 Conduct performance evaluations
		8.A.7 Negotiate union agreements	8.A.8 Administer union agreements and employment bylaws	8.A.9 Administer employee benefit plan	8.A.10 Maintain personnel records		
	<b>B.</b> <b>Supervise Staff</b>	8.B.1 Provide direct supervision	8.B.2 Schedule staff	8.B.3 Delegate work assignments	8.B.4 Promote workplace performance	8.B.5 Initiate conflict resolution	8.B.6 Conduct staff meetings
<b>9.</b> <b>LEGISLATION</b>	<b>A.</b> <b>Comply with</b> <b>Legislation</b>	9.A.1 Comply with governing legislation	9.A.2 Seek legal interpretation and advice	9.A.3 Demonstrate familiarity with land claim negotiations and settlements	9.A.4 Demonstrate familiarity with self-government issues	9.A.5 Perform legislated duties	

## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill					
<b>9. LEGISLATION Cont'd</b>	<b>B. Comply with Bylaws, Policies and Procedures</b>	9.B.1 Determine issues	9.B.2 Research legislation to determine policy or bylaw development	9.B.3 Draft policies, procedures and bylaws	9.B.4 Seek council approval of policies, procedures and bylaws	9.B.5 Implement policies, procedures and bylaws	9.B.6 Review policies, procedures and bylaws
		9.B.7 Maintain policies and procedures manual	9.B.8 Maintain bylaw registry				
<b>10. ADMINISTRATION</b>	<b>A. Manage Administrative Services</b>	10.A.1 Manage office	10.A.2 Prioritize issues	10.A.3 Manage resources	10.A.4 Maintain records and files	10.A.5 Inventory capital assets and supplies	10.A.6 Conduct research
		10.A.7 Formulate legal, legislative and financial questions for opinion	10.A.8 Write proposals	10.A.9 Maintain computer systems	10.A.10 Determine computer hardware and software requirements	10.A.11 Help residents access government services	10.A.12 Fulfill essential services and functions

## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill					
<b>10. ADMINISTRATION Cont'd</b>	<b>B. Manage Insurance Programs</b>	10.B.1 Review insurance coverages	10.B.2 Implement loss-control system	10.B.3 Obtain appraisals	10.B.4 Submit claims to adjustor		
	<b>C. Develop Comprehensive Plan</b>	10.C.1 Facilitate development of strategic plan	10.C.2 Assist with capital planning process	10.C.3 Develop human resource strategy	10.C.4 Schedule resources	10.C.5 Prepare contingency plans	10.C.6 Implement plans
<b>11. COUNCIL</b>	<b>A. Provide Support Services to Council</b>	11.A.1 Conduct council orientation	11.A.2 Provide advice and guidance on conflict of interest	11.A.3 Communicate legislative requirements to council	11.A.4 Provide advice on policy, procedure and bylaw development	11.A.5 Assist in defining goals and objectives	11.A.6 Organize meetings and prepare agendas
		11.A.7 Prepare briefing notes	11.A.8 Record minutes	11.A.9 Prepare decision summaries	11.A.10 Maintain minutes registry	11.A.11 Report general operations to council	11.A.12 Assign resource staff to committees
		11.A.13 Communicate election requirements to council					

## Occupation of Senior Administrative Officer DACUM Chart

Major Category	Skill	Subskill											
<b>12. LEADERSHIP ATTRIBUTES</b>	<b>A. Demonstrate Professional Behaviour</b>	12.A.1 Adapt to situations	12.A.2 Compromise	12.A.3 Demonstrate ethical behaviour	12.A.4 Manage stress	12.A.5 Take direction	12.A.6 Motivate self						
		12.A.7 Demonstrate objectivity	12.A.8 Demonstrate dependability	12.A.9 Exercise judgment	12.A.10 Separate personal and professional life	12.A.11 Demonstrate fair, equitable and consistent behaviour	12.A.12 Pursue personal and professional development						
		12.A.13 Demonstrate accessibility	12.A.14 Delegate	12.A.15 Maintain confidentiality	12.A.16 Demonstrate proactive behaviour	12.A.17 Demonstrate creativity	12.A.18 Demonstrate patience						
		12.A.19 Persevere	12.A.20 Maintain positive attitude	12.A.21 Demonstrate awareness of relevant trends and decisions	12.A.22 Make decisions	12.A.23 Manage time	12.A.24 Display tact						
		12.A.25 Demonstrate willingness to perform alternate duties as required											



DACUM

# APPENDIX

## LIST OF LEGISLATION AND POLICIES

The following list is offered as a reference for relevant legislation and policies that may apply to this occupation in the Northwest Territories. It is intended as a guide only. The list may not include all relevant items to specific areas and situations.

1. Aboriginal Custom Adoption Recognition Act
2. Access to Information and Protection of Privacy Act
3. Area Development Act
4. Business Corporations Act
5. Business Incentive Policy
6. Business Licence Act
7. Canada Wildlife Act - Federal
8. Canadian Charter of Rights and Freedoms - Federal
9. Charter Communities Act
10. Child Welfare Act
11. Cities, Towns and Villages Act
12. Civil Emergency Measures Act
13. Commercial Tenancies Act
14. Commissioner's Airport Regulations
15. Commissioner's Land Act
16. Commissioner's Land Regulations
17. Community Employees' Benefits Act
18. Community Employees' Benefits Program Transfer Act
19. Conflict of Interest Act
20. Department of Indian Affairs and Northern Development Act – Federal
21. Department of Justice Act – Federal
22. Education Act
23. Environmental Protection Act
24. Evidence Act
25. Financial Administration Act
26. Fire Prevention Act
27. Frustrated Contracts Acts
28. Gwich'in Comprehensive Land Claim Agreement
29. Hamlets Act
30. Indian Act - Federal
31. Indian Oil and Gas Act – Federal
32. Judicature Act
33. Labour Standards Act
34. Land Titles Act
35. Local Authorities Elections Act
36. Mackenzie Valley Resource Management Act – Federal
37. Mine Health and Safety Act
38. Motor Vehicles Act
39. N.W.T. Housing Corporation Act
40. Northwest Territories Act - Federal
41. Planning Act
42. Property Assessment and Taxation Act
43. Public Health Act
44. Public Highways Act
45. Public Trustee Act
46. Residential Tenancies Act
47. Safety Act
48. Sahtu Dene and Metis Comprehensive Land Claim Agreement
49. Settlements Act
50. Societies Act
51. Territorial Lands Act - Federal
52. Transportation of Dangerous Goods Act
53. United Nations Act - Federal
54. Wildlife Act
55. Workers' Compensation Act