

**MINUTES OF THE  
PERSONNEL STANDING COMMITTEE MEETING  
COMMITTEE ROOM 2,  
SAANICH MUNICIPAL HALL, 760 VERNON AVENUE  
MONDAY, FEBRUARY 20, 2017 at 8:35 am**

**Present:** Chair: Councillor Fred Haynes,  
Members: Councillors Brownoff, Plant and Murdock, and Mayor Atwell, Ex-Officio.  
Staff Members: Paul Thorkelsson, Chief Administrative Officer; Laura Ciarniello,  
Director of Corporate Services; Jennifer Downie, Administrative  
Assistant  
Guests: Councillors Sanders, Brice, and Wergeland, and Valla Tinney, Director  
of Finance

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**AGENDA**

**MOVED by Mayor Atwell and seconded by Councillor Brownoff: "That the agenda of the Personnel Standing Committee meeting of February 20, 2017 be approved."**

**CARRIED**

**CONFIRMATION OF MEETING SCHEDULE**

Committee members discussed the proposed meeting date being the first Thursday of each month at 8:30 am, four times a year.

**MOVED by Mayor Atwell and seconded by Councillor Plant, "that the Personnel Standing Committee will meet the first Thursday of each month at 8:30 am, four times a year."**

**CARRIED**

**TERMS OF REFERENCE**

Mayor Atwell presented the Terms of Reference (TOR) for the Personnel Standing Committee.

Mayor Atwell noted that the goals of the TOR were to provide the Committee with the necessary oversight over the organization.

The Finance, Audit and Personnel Standing Committee (FAP) will be split into two Committees; the Personnel Standing Committee and the Finance Standing Committee. This will allow Committee members to think independently on the issues at hand and bring informed decisions back to Council.

Mayor Atwell stated that the organization is at the stage where it is going to fall behind. This is an opportunity for the Committee to work with staff to determine what areas need to come up, what areas need to stay the same and what areas would be reduced in service.

Committee members thanked the Mayor for putting together the TOR for this committee.

Councillor Brownoff suggested the Mayor consider revising the membership to identify the number of elected officials on the Committee.

Committee members noted that Section 141 allows for Committee members to be from outside of Council. The Mayor was agreeable to revising the membership to identify four elected officials and noted that there is no intention to invite members of the public to form part of this Committee.

In response to Committee members, the CAO advised the Committee that he would be bringing forward reports to the Committee for discussion; these reports would be more generalized than specific. The CAO noted that reports relating to personnel matters or containing sensitive material will be held in-camera. At no point will the CAO be bringing forward individual performance reviews to the Committee.

Committee members discussed and sought clarity on terms.

In response to the Committee members, the Mayor noted that external staff complaints are severe complaints received from the general public that Council should be made aware of.

Councillor Murdock noted that under the mandate and reports sections, there are a number of items that fall under the CAO's portfolio yet, also have Council oversight.

The CAO advised that this will be managed by having reports being brought forward to the Committee in a generalized format, similar to what was brought previously to the FAP. In the case of the CUPE grievance report, this may be split up by departments, but no individuals will be identified, similar to what was done previously.

The CAO will bring forward a summary report on external staff complaints once it has been compiled.

The CAO noted that while this is a new approach for Saanich, it is certainly manageable.

Committee members discussed staffing levels. The CAO noted that staffing levels as referenced in the TOR refer to staff capacity.

Councillor Wergeland noted all Council members should all belong on the FAP. Council members do not benefit from this committee being split into two silos. There is no advantage to splitting into two as this adds another step and consumes more time in the process as more meetings will be required to address the issues.

The Mayor advised that the idea of splitting the FAP into two was to allow members to develop an understanding of the issues irrespective of the other side. The two committees are connected, however, both need to be looked at separately with recommendations being brought back to Council. The two committees will not be a burden on staff.

The Chair noted that with the Committees being separated, members will have the opportunity to focus on the topics and reports directly relating to their Committee. The two Committees are connected and anything that comes out of these committees needs to be brought to Council as the committees don't act alone.

The CAO advised that under the TOR, the Committee is to make recommendations to Council where appropriate.

Councillor Brice suggested that the two Committees could meet four times a year on their own and jointly two times a year for information sharing purposes.

The Mayor advised that this could be added to the TOR for both committees; joint meetings to be held twice a year based on agenda items.

Councillor Plant suggested updating the TOR for the FAP to include all members of Council as the finance component is generally the audit report. Having just the one Committee would benefit all of Council.

The Mayor noted that the workload is going to increase as the organization modernizes. By having two committees, this will allow Council the opportunity to learn more about the organization and to be more knowledgeable. Each committee will bring their recommendations to Council. The goal is not to create more work but to be in a position to be able to tackle and deal with volume changes. The Mayor is the

only member of Council sitting on both Committees.

Councillor Plant appreciates the answers but stated that it would be a lot easier if the TOR were revised for the FAP as it would force members to have monthly meetings on either finance or personnel.

Councillor Brownoff noted that joint meetings do not need to be noted in the TOR as the Committee can make recommendations requesting joint meetings.

Councillor Sanders would like to caution Committee members about drilling down into personnel and staffing issues. Councillor Sanders noted that increases to personnel have financial implications and the Finance Standing Committee would need to be included in the discussions.

The Mayor advised that any requests for increasing staffing levels would have to go to Council with some analysis identifying why the department is making the request and Council would determine whether to fund or not.

The CAO added that any discussion about additional staffing resources that might come out of discussion from this Committee would go to Council and go through the budget process.

The Chair advised that it is the Mayor's purview to create a standing committee under the Community Charter and it is the Mayor's purview to bring forward the TOR. Committee members should use this opportunity to get a better understanding of what the Mayor's vision is based on the TOR.

The Chair circulated the Peace River Personnel Committee Meeting – March 5, 2013 Terms of Reference (attached). This document is a collection of items off their website. The Chair noted that no other Municipality in BC has a Personnel Committee. Committee members discussed and noted the similarities and differences between the two.

In response to questions from the Chair, the Mayor advised that the Personnel Committee will not address the CAO performance review as this is a Council responsibility. The Personnel Committee will not address district structure unless there is a funding requirement; at which point Council would be involved.

Several Committee members and general Council noted that they would like the FAP Committee is remain intact.

The Director of Corporate Services requested that the mandate include the Committee reviewing the IAFF bargaining process and make recommendations to Council regarding negotiation mandates.

The CAO advised that the next step is for the Committee to receive the TOR for information. The Mayor has heard and voiced some interest in making one or two adjustments. Under legislation, the Committee does not have a role in approving the TOR as pointed out by the Chair.

The Mayor noted that once the two changes have been incorporated into the TOR it will be sent out to the Committee. This Committee will give Councillor Haynes the opportunity to take a leadership role.

Councillor Brownoff suggested revising the membership to state that the Mayor will appoint four elected members of Council and be an ex-officio.

The Mayor agreed with the suggestions and will make the changes to the TOR. The Personnel Standing Committee structure will remain as is.

**MOVED by Councillor Plant and seconded by Councillor Brownoff, "that the Personnel Standing Committee receive the TOR with the two amendments:**

- 1. Review in conjunction with the CAO, the CUPE and IAFF bargaining process and make recommendations to Council regarding negotiation mandates; and**

**2. The Mayor will appoint four elected members of Council in accordance with Section 141 of the Community Charter, appointing one member of Council as Chair.”**

Councillor Plant stated that there should be one committee as Council needs to work together and added that the workload should not be used as a reason to separate into two committees as they are interlinked. Council should sit down all at once.

Councillor Brownoff does not want to see Council getting involved in staff complaints or performance reviews as these are the responsibility of the CAO and trusts that the CAO will bring forward the appropriate reports outlining issues to Council. Councillor Brownoff stated the motion should be that the Committee receive the Mayor's TOR with the understanding that the amendments the Committee asked for will be incorporated.

Councillor Murdock is in agreement with a lot of what has been said and looks to the CAO and senior staff to provide caution to members of Committee when they are treading outside the realm of Council's responsibilities.

The Chair thanked the Mayor for preparing the TOR. The Chair is unclear as to what leadership the Mayor is expecting of him and the specific outcomes from the committee. The Chair would like the opportunity to meet with the Mayor and the CAO to discuss this further in an effort to get a general idea of the Mayor's intentions for the Committee and how his leadership could be applied.

The Mayor advised that this is an opportunity for the Committee Chair to leave the organization in better shape than it was at the end than it was at the beginning. There are a lot of challenges coming forward and the Chair can take the important items and drive them to success.

**The Motion was then Put and CARRIED**

**CAPACITY GAP AND PERSONNEL IMPLICATIONS**

The CAO delivered a presentation on Staff Capacity.

The presentation provided an overview of the capacity gap in staffing resources, 2017 capacity gap, 2017 Financial Plan Guidelines, and personnel implications.

The CAO addressed the current backlog issues. The backlog is caused partly by the growing list of additional new initiatives.

Saanich is at the “Fork in the Road”. If Saanich continues to be the operationally focussed organization that it has been; there are implications. Implications could involve ongoing informal service reductions to “make things work”, delays and length of time for analysis and implementation of new initiatives, and increasing frustration from the community about time, cost and quality.

Council noted that additional personnel would only be considered where critical capacity issues can be clearly demonstrated or where upfront investment would result in longer term savings as outlined in a business case.

Council provided comments on the need to strategize for the future. Saanich currently offers great service, but behind the counter there is not enough people doing the work to keep the cycle going. Discussion ensued around having to do things differently or more efficiently; service reductions, shifting organizational emphasis from being front line to being a bit more strategic. If things are to remain status quo, then nothing changes. Council agreed that they would like to explore options further.

The CAO noted that there is always opportunity for Council to consider shifting priorities. Council needs to look at how service is provided. If Council is prepared to consider additional resources beyond the current 2017 budget guidelines, this will begin to address the capacity gap.

**MOVED by Councillor Brownoff and seconded by Mayor Atwell, “that the Personnel Standing Committee receive the Capacity Gap and Personnel Implications presentation for information.”**

**CARRIED**

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Councillor Murdock left the meeting at 10:20 am  
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**FELLOWSHIP – DIRECTOR OF FINANCE**

The CAO announced that Valla Tinney, Director of Finance, has been honoured with a fellowship (FCPA) from the Chartered Professional Accountants of British Columbia (CPABC).

The FCPA designation recognizes Valla for providing exceptional service to the accounting profession and her contributions to her career and community have earned her this distinction and brought honour to the profession. Valla continues to support the community by teaching and mentoring on a voluntary basis. Valla supported the FAP Committee previously and will be supporting the Personnel and Finance Standing Committees.

The Committee appreciates Valla’s contributions.

**ADJOURNMENT**

On the motion from Councillor Brownoff, the meeting adjourned at 10:30 am

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Chair

I hereby certify these Minutes are accurate.

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Committee Secretary

## **Peace River Personnel Committee Meeting – March 5, 2013**

Terms of Reference: The following items were identified as items for the Personnel Committee

Board Employee – Chief Administrative Officer provide oversight/liaison

Personnel Committee Administrative Support  
Chief Administrative Officer or Deputy Chief Administrative Officer as required

CAO Evaluation coordinated by the Personnel Committee on an annual basis with third party assistance

District Exempt Staff Policies provide oversight

Peace River Regional District – CUPE Contract mandate for union negotiations

Board/Staff Relations concerns regarding issues or inappropriate behavior pertaining to Directors or staff may be vetted by the Personnel Committee

Succession Planning

Committee to be kept informed Committee recommendations will be forwarded to the Board for approval

The following points were noted:

Staff Personnel will not be a consideration of the Personnel Committee and shall continue to be the responsibility of the CAO

District Structure will not be a consideration of the Personnel Committee and shall continue to be the responsibility of the CAO

A Code of Conduct for Directors will be developed – it will be a Companion document to the Staff Code of Conduct