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Alderman Lloyd: "I think that is something which should be left to the consultants to deal with. If they want to examine the wisdom of that, they can do so. You were recognizing the fact that the Police and Fire at present do not come under you administratively."

City Manager: "I was trying to answer the question as to where the Personnel Manager would fit."

Alderman Lloyd: "Yes, I think where he would fit, and assuming all employees were under him, but we have a particular situation here and I think that should be the subject of examination when we come to the matter of personnel and staff. The consultant should be as free as possible to make observations on the matter and not be bound by certain existing arrangements. This is one aspect of administration which has never been considered by the City, the matter of administration of the Police and Fire Departments."

Mr. Terris: "You have once again entered into the area of organization which is a far cry from job evaluation."

Alderman Lloyd: "I quite appreciate that but I'm sure there is ample room for general statements that are valid."

Mr. Terris: "I quite agree with you. I want to make certain that the terms of reference in a consulting assignment are clearly understood. The edges have to be clearly defined in order that you'll know what is to be done, what is to be expected, and that the consultant knows what is to be done and what is expected, so that there can be a clear measure of the satisfactory results."

Alderman Lloyd: "The terms of reference have not been drawn, but they will be drawn; and I suppose there will be some opportunity for you to pick up from these observations, if you wish to."

Mr. Terris: "My comment comes because of the fact that we had some terms of reference with respect to the tender which is before the County."

Alderman Lloyd: "Alderman Ferguson is not present. He has mentioned to me; he had been on the negotiating committee of salaries for the City, and he has some views along this line. I'm merely leaving the door open on these two matters, the matters of should there be, perhaps, some limited reference to an overall look-see as you go along and being alert. I realize you have to

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draw up a contract and you have to spell out precisely the terms of reference so that you don't go beyond them. It may be impossible at this stage to do it and it may be a matter of another examination. There is no doubt about it that when you finish the job, you'll be much better equipped to advise us if there is a further use of your services in a broader field."

Mr. Terris: "That is very true."

Alderman Lloyd: "But, we would like to think that you would be alert to these other possibilities if there are any appearances at all of the need for such services. You mentioned you were doing a job for the Board of Education in the City of London. Is that an evaluation of the supervisory staff, and teachers' salaries?"

Mr. Terris: "No, the initial assignment was the system of procedure one year for installation after the initial review. And now, with respect to job evaluation, in our estimation and his, it was wise to wait for a year before entering upon another assignment."

Alderman Lloyd: "With respect to the appointment of a personnel staff, whether it is one or what it may be; do you say that it is prudent and economic for us to have such a person available to you when you start your work, or early after you start it?"

Mr. Terris: "Yes, someone from the City must work with us."

Alderman Lloyd: "Someone from the City, whether it is a person selected to be ultimately the Personnel Director or is appointed to that job?"

Mr. Terris: "Someone with stature, if you please. You would be left in what would be considered to be a horrible situation at the close of an assignment of job evaluation in which there was no person on the scene to carry on because although job evaluation in itself is a detailed piece of work, the administration of the completed job descriptions and salary systems, classifications, etc., must be maintained or you would be right back where you started. To maintain it, means that you should have a person here every day; otherwise, he would start over again at some later period after a lot of hot air, smoke and fire from the people concerned who haven't been serviced properly and assisted."

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Alderman Lloyd: "In other words, we'd lose much of the value of it without having a staff member to carry on what you have established."

Mr. Terris: "That is right."

Alderman Wyman: "Since the firm is recommending that we should have a Personnel Manager; and I think that in their original submission they proposed that they would assist us in choosing a man, I would presume, therefore, that since there is no such position right now, and they would be coming in here primarily to carry out a job evaluation, before recommending a person for appointment, they would first come to write job descriptions. I think that would tie down exactly what the Personnel Manager should be in the City."

Alderman Lloyd: "To go a little further, the terms of reference should ask them to survey the field and, at least, make a recommendation from applications, which they will call for, suitable to the job. I would like to see that in the terms of reference, then they can relate their plan to the procurement of such a man. I think such a recommendation would probably have to be made to our City Manager who recommends staff appointments to the City. Do we require legislative power for the creation of the post?"

His Worship the Mayor advised that there is no barrier to the creation of the position of Personnel Manager.

Alderman Lloyd: "Mr. Manager, would you see any objection to that procedure from your point of view as City Manager, including in the terms of reference directions to Payne-Ross Limited to advertise for, select and recommend to you a person for this position?"

City Manager: "I would expect them to recommend a person and perhaps, in addition, have two or three others. They would probably want to rank them and say 'We think this is the best one, the second, the third'. I think probably that I shouldn't be bound to take their recommendation. I think probably what I would do if they made that recommendation to me; I would hope I would agree; but, if I didn't, I'd come to Council and say why I didn't agree. I don't know whether this would be a position similar to a Department Head. I don't suppose it would be normally but the first time, perhaps, we might have Council in on it from the beginning."

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Alderman Lloyd: "I recognize, Mr. DeBard, your legal responsibility and our duty to stick to the plan by which we operate to seek your co-operation in this."

City Manager: "I could use help on this in the first time. I suppose after the first time if a man was to be appointed, it would be like a Planner or anyone else."

Alderman Lloyd: "I don't want to suggest that we go beyond your authority, which generally, under the Charter is to recommend to Council, and you use your own procedures in selecting staff. I think in this matter, where it's organizing sort of a new structure, it would perhaps be best for all concerned."

City Manager: "You could use 17 opinion, the 15 of Council, the Consultant's and mine."

Alderman Lloyd: "Yes."

City Manager: "I think it would be very good for the first time. Remember now, that if you do commission them, their present proposal is \$13,250.00 and for the selection of a Personnel Manager, they estimate it at a maximum cost of \$1,500.00. If you do commission them, that would be \$14,750.00 maximum. It could be less than that."

Alderman Lane: "I'm a little bit vague about this term Personnel Director. The Manager, I presume up to this point, has been a Personnel Director for the City."

His Worship the Mayor: "That is right."

Alderman Lane: "In point of practice if not in title. In what way would such an official conflict with you, or perhaps you don't anticipate conflict, Mr. Manager; but my feeling is that it might be that it would have to be a very smooth and even relationship where you could accept 100% the recommendations of a Personnel Director; because a Personnel Director, as I understand it, is a person who would direct all of the personnel, with the exception of yourself. That is what I want to be informed about."

City Manager: "No. He is a staff person, Alderman Lane, who would be in the position to advise the Heads of Departments. He is not in the line of authority. He has no authority over any individual in the organization."

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If Doctor Morton were looking for personnel, he would assist him in the writing of descriptions, interviewing people, coming to Dr. Morton, just as the Department Heads do now. For the higher jobs, they come to me very often and say 'I recommend so and so'. I say 'Well let me see the two or three or all the applications'. That is what he would be doing. So far as I am concerned, and so far as you are concerned, he would be coming forward to you with recommendations with regard to personnel policy. I would anticipate that since he is a fairly senior officer, that he might even disagree with me on some matters of personnel policy. That is perfectly all right because Department Heads certainly do it now. While he's not a Department Head, and while I don't think it is a good technique since we have it, I don't think it would hurt for him to be in the same position. I certainly wouldn't want a Personnel Director to step into Dr. Morton's Department and tell him what is going to happen up at Basinview Home. He's not in the line of command."

Alderman Lloyd: "In view of Alderman Lane's observations, it moves me to backtrack slightly here. I wonder if the title of this job, whether it is Personnel Officer or Director, the designation might be contained in the recommendation from Payne-Ross Limited because I think Alderman Lane is right. The term 'Director' may suggest conflict in power. That is something for Payne-Ross."

His Worship the Mayor: "Mr. Munnich is called the Director of Planning by the Council."

Alderman Lloyd: "Yes, he has a functional operation, but a Personnel Officer is more of a staff officer advising and counselling."

His Worship the Mayor: "The general practice of a Personnel Manager is generally as a Senior Officer in private corporations, and quite often he is a vice-president."

Mr. Terris: "That is correct but always on a staff capacity. He has no direct line of authority."

City Manager: "One of the first things that Mr. Terris would do, if you asked him to get a Personnel Officer, would be to write a job description; and he would have to suggest a salary which would have to be approved by Council."

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He would then determine a suitable title."

Alderman Wyman: "I think those of us, who in recent years served on Salary Committees of City Council, have perhaps a better appreciation of the need for this than anyone else. The problem that has arisen in the last number of years, since we have had an evaluation, something of this type, has been the fact that there was nothing to keep it going. Your Salary Committees have had to try to perpetuate an evaluation that was set up, without perhaps the type of technical knowledge needed to keep this going, and without the time to do the necessary research to keep it up to date. Would this firm picture, that with the plan that they have for carrying this job out, either including or not including the Personnel Officer, that that would provide the type of continuing service that I think we have felt we have needed so badly?"

Mr. Terris: "Only if one person of the City is assigned to work with us on a full-time basis while we are going on. I want to point out to you the advantages of the relationship which we have established with your City Auditors. Their people will be working with us which will enable us to reduce the cost of the total assignment. They also will have inherent in their concern the same type of knowledge as the person who will be working with us from the City - not to the degree because they will be working at the top level when this is pulled together but for the basics it will be available there."

Alderman Wyman: "I think you are rather suggesting there that you would feel the best would be the Personnel Officer who would be the one who would work with you."

Mr. Terris: "I would think a City the size of Halifax, the number of employees it has, is quite a job - properly servicing the employees and reduce the load. There is merit rating inherent in this scheme which must be maintained and that is the checking of employees, their abilities and capabilities to the job descriptions as time goes on after initial hiring, so that there can be a proper evaluation of the work of the employee and the proper reward at proper times which can reduce a lot of the problem."

Alderman Trainors: "Under this job evaluation scheme that we are proposing, that will embrace City Field employees, City Hall employees, the

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Police and Fire Departments, and what Commission employees? Does it include the Recreation Commission?"

City Manager: "We had the Library last time. It would include everything but the School Board, Public Service Commission. We didn't have the Forum Commission evaluated last time but surely it could be included because there are only a few there. We should get as many as possible. It would include the school staff but not the teaching staff or the executive staff. They would be evaluating the office staff, the maintenance staff, etc."

Alderman Trainor: "Then, you would be excluding pretty well the Public Service Commission, the teaching staff, and the supervisory staff of the Board of School Commissioners."

City Manager: "Yes, they would be excluded. Outside of those, everyone else would be included. Point Pleasant Park would be included and so on."

His Worship the Mayor: "We're going to hear Mr. Manuel from Stevenson and Kellogg, aren't we?"

Alderman O'Brien: "If he is here, I think we should hear him."

Alderman Lloyd: "By all means. I thought that the Act said that we would negotiate a contract by Resolution of Council."

City Manager: "He wasn't invited. He happened to be here in town on a County job and he read in the paper last night that we were hearing it tonight and he came and asked if he could be heard, if you were willing."

Alderman Butler: "In reference to the Personnel Officer, do I understand that the Personnel Officer would be provided by the Company from our present staff or not necessarily so?"

His Worship the Mayor: "Not necessarily so."

Alderman Butler: "At what point in this program would the Personnel Officer be selected, at the beginning of it?"

Mr. Terris: "The selection or recruiting of the Personnel Officer could go on the same time the job descriptions are started. Any capable Personnel Officer will be able to do a pretty thorough job of job evaluation and so forth at the close off. It is not necessarily required in the writing of job descriptions."

His Worship the Mayor: "It is only an analysis of the job then."

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Mr. Terris: "His skill and techniques increase in this as you get higher towards the completion of the assignment."

Alderman Lloyd: "He would be recruited in time to be effective and to achieve the purpose."

Mr. Terris: "Provided Council accepts the gentleman or selects the gentleman within a reasonable length of time."

Alderman Butler: "One of the reasons I ask the question is, Mr. Terris mentioned the fact he would have to have someone from the staff at the very outset. Did I understand that? Would this be a person other than the person who might ultimately end up as the Personnel Officer?"

Mr. Terris: "But not one for a long-term period."

Alderman Butler: "I see; but this is someone from whom you would gather information, statistics and what not?"

Mr. Terris: "There has to be someone to co-ordinate between us and City staff; someone who can speak for the City; someone who can carry messages to us and vice-versa."

Alderman Lloyd: "In the interim the Manager could work out such an arrangement with Payne-Ross if we agree that we are going to appoint a Personnel Officer on their recommendation."

Mr. Terris: "Yes."

Alderman DeWolf: "Your Worship, do I understand that it will cost \$1,500.00 to secure a Personnel Officer? A maximum of \$1,500.00 based on time, is it?"

City Manager: "It is based on cost, really, I thought. I don't think they get much out of it. It is interviewing people, cost of the ads, and various meetings."

Alderman DeWolf: "Are the ads going as far afield as all over the world? Are they going to consider the Province of Nova Scotia, or Halifax City particularly, or are they going far afield?"

His Worship the Mayor: "Where they are directed."

Alderman DeWolf: "Somebody of local nature would possibly be better than by going far afield. There must be somebody here. In that way, the

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cost shouldn't be as great as \$1,500.00. I remember when Stevenson and Kellogg were going to hire a City Manager for the City of Halifax, it was to be \$500.00. It ultimately cost \$3,505.00 but the price was \$500.00. I think \$1,500.00 is too much money."

Mr. Terris: "I agree with the gentleman that search should first be made thoroughly in Halifax and the environs; perhaps the whole of Nova Scotia so that you would immediately have someone familiar with the scene. Failing that, I hope we'll be successful to find a proper type person to fit the job description; failing that, we would have to look elsewhere."

Alderman DeWolf: "I think it would be much easier, if I might suggest, to have somebody of a local character who knows our idiosyncrasies or characteristics and perhaps could do a better job. Perhaps he couldn't; it might be that an independent person might be better but that is my own personal feeling. A local character would be better."

Mr. Terris: "One thing I think is evidenced this time. You should be aware of Payne-Ross terms of reference and the way in which it works. We estimate a fee structure and it is maximum. If it takes us beyond the length of time we estimate to complete the assignment to mutual satisfaction, then the difference is on us; but we are going to try and satisfy you. It is a facet of the growth of our concern and reputation."

Alderman Lloyd: "Would you say that available applicants exist in numbers in Canada? It is not likely that we would have to go outside Canada for personnel."

Mr. Terris: "No, I wouldn't think so."

His Worship the Mayor: "Mr. Terris, how would you go about setting up the salary for such a position without an examination of the existing salary structure? In other words, before we hire a man, we must set up the position by Council Resolution, set up a salary scale for the position. Do we get caught in the middle here?"

Mr. Terris: "No, I don't think you get caught in the middle. Perhaps an hour with Mr. DeBard tomorrow will settle the question. It is a matter again of relationships."

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His Worship the Mayor: "As you suggested to us, it is a job evaluation; it needn't be a fixed thing."

Mr. Terris: "A range can be established."

His Worship the Mayor: "You probably may decide after you have gone through the whole part of the job here."

Alderman Butler: "I was just going to ask, in order to try to understand what 'evaluation' means; perhaps I should wait until the report comes in and I'll more fully understand it; but, is it an evaluation of the position and the person?"

His Worship the Mayor: "Just the position only."

Mr. Terris: "It cannot be otherwise or it wouldn't work."

His Worship the Mayor: "If you have a million dollar man working in a thousand-dollar-a-year job, that's his hard luck. It is a thousand-dollar-a-year job. It is his work, isn't that it, Mr. Terris?"

Mr. Terris: "I hope, Your Worship, you don't get the wrong idea out of this. Should a particular job be classified at a lower salary level than that currently received by the incumbent, he is not going to be cut; I sincerely hope not."

City Manager: "They didn't do it the last time."

Alderman Butler: "Who evaluates the person for the position? If we have a position and it is evaluated, how do we know that we have the right person in that position?"

His Worship the Mayor: "The Personnel Manager does it; it is in the course of his duties."

Alderman Butler: "This report then doesn't cover that part of it?"

Mr. Terris: "That and merit rating. Subsequent to the installation of a job evaluation, salary scales, job descriptions, merit rating comes into being as a continued process on a time basis. Once every six months, say, you will review the fit of the employee to the job; how well he or she is doing in it. At that time, you will automatically get the evaluation of the person for the job."

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Alderman Butler: "This is where the Personnel Officer would come into play?"

Mr. Terris: "Yes, sir."

Alderman Butler: "Yes, I can see the merit in that."

Alderman O'Brien: "What do you do when you get this information from the merit rating? Supposing (a) it shows that he is better than required for the job; (b) that he is not as good as the job requires. What do you do then?"

Mr. Terris: "I love the 'a' situation because you automatically know you have a man who is ready to take a better position and to fill more responsibility for you. You just have to haul up your socks and stiffen your backbone when you find these situations."

Alderman Lloyd: "Under our operation, it is the Manager who does the job dealing with staff. All we deal with is the Heads of Departments. This is to help the Manager carry out more effectively his work."

City Manager: "I trust you'll always remember that."

Alderman Lloyd: "Well, we as the Council, remember that from the Manager and staff."

Alderman Trainor: "How long would this job evaluation study take, say we took the first of April as the starting date of the contract?"

Mr. Terris: "Assuming we would start tomorrow with full authority from Council, I think it would be the close of the summer before you would see the completion. If delays come from Council or City, we would certainly bring it to your attention because the last thing we can afford is to have criticisms extended to us timewise, dollar-wise or value-wise."

Alderman Wyman: "A later start would mean a correspondingly later finish."

Mr. Terris: "Yes."

Alderman Lane: "Where is the home office of Payne-Ross Limited?"

His Worship the Mayor: "Toronto."

His Worship the Mayor then introduced Mr. Manuel of the firm of Stevenson and Kellogg, a firm of management consultants from Montreal who have been engaged by the County of Halifax to do a job evaluation; and he said that Mr. Manuel would like to speak to the Council now on this proposal.

It was agreed to hear Mr. Manuel.

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Mr. Manuel: "First, I'd like to express my appreciation for your courtesy in allowing me to speak to you this evening. As I understand the situation, you have decided some time back that job evaluations and salary classifications are something you wish for your municipality. I take it you don't want to hear from me about job evaluation; you have talked about this and discussed it. As I understand it, you are now at the point of reaching a decision with respect to a consultant to work with you on this project. I would like to take this opportunity to put forward the qualifications of our own organization. First, I'd like to establish five points with you; the first is this: I'd like to establish the philosophy of our organization as consultants and this is to do ourselves out of a job as soon as we can. In other words, we feel the role of consultant is to leave the client in such a position that they know as much about the installation as the consultant by the time he is finished; and we would hope in this manner, if we were doing job evaluation with your group here, to train and carry on the program with your people so that when we were finished, they would be in a position to carry forward and maintain the plan against changes in the future.

"The second point I'd like to make is to talk discreetly on our own Company. We have been in business for almost twenty-five years; we were incorporated in 1936. We are an all-Canadian Company; we are owned by employees only. In this way, the interest of our clients becomes the interest of each member of our organization because we all stand and fall together. We are the only large consulting manager and engineering or management consultants in the country who has no other affiliations. We are quite independent of any other affiliations; we stand on our own feet.

"With respect to job evaluation, to the best of my information; and I've been with our firm for 18 years, I believe that we have done more job evaluations in Canada than any other consultant group. In my own experience, we have dealt with at least 50 businesses; and in the municipal field, I would like to remind you again (we submitted this in our proposal) that we have worked with the following municipalities, starting from the West Coast across: Kitimat, Edmonton, Timmins, London, St. Thomas, St. Catherines, Hamilton, Township of North York, Trenton, LaChine and Outremont. As the Mayor

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has just pointed out, we are presently working on a project of this nature with the County of Halifax. I think this possibly could be an advantage in your situation - the exchange of information, if both municipalities had their classifications developed by the same plan on the same basis; I think this would put both municipalities in a rather fortunate position of being really able to exchange information and knowing exactly what you were talking about.

"The last point I'd like to establish is this: I understand that our own proposal is quite competitive at a figure of \$10,600.00."

Alderman Butlers: "How long would Mr. Manuel's firm take to conduct such an evaluation?"

Mr. Manuel: "It would be approximately three months."

Alderman O'Brien: "Would Mr. Manuel say whether he attaches much importance to whether or not the City of Halifax has a Personnel Officer on its staff?"

Mr. Manuel: "I would be in a queer position to answer that question. I'm not familiar with your organization in detail. Certainly, we would recommend that somebody in your official group be identified with this project but whether or not you need a Personnel Manager, I wouldn't know at this stage. I might say that if you had a Personnel Manager, I would think it would be a natural program to go in his direction."

Alderman Trainor: "Mr. Manuel, you state that you are not sure whether we need a Personnel Officer or not. What size Company and number of employees in industry do they start taking Personnel Officers on - what employee count?"

Mr. Manuel: "You'll find Personnel Managers in companies with as few as 250 people. Not all companies of that size have Personnel Managers but many companies feel they can justify the activity."

His Worship the Mayor: "The opinion you gave - you didn't know whether or not Halifax would need a Personnel Officer - was not one of indecision but rather one of not having the facts."

Mr. Manuel: "Yes. You are asking me how long is a piece of string, really; because I don't know."

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Alderman DeWolf: "Do these Personnel Managers in some other companies carry on other duties, do you happen to know?"

Mr. Manuel: "Sometimes we find, for instance, a payroll formula associated with personnel."

Alderman DeWolf: "The cities or towns that you have investigated; have any of them had Personnel Managers?"

Mr. Manuel: "The Township of North York where the population is around 200,000 and I can't tell the exact number of employees, there would be about 400-odd; they have had a Personnel Manager for about six years and we recommended it as part of an organization study. The City of Oshawa, where we did job evaluation, had no Personnel Manager at the time. They engaged one, I think, within the last couple of years."

Alderman DeWolf: "Did Edmonton have one?"

Mr. Manuel: "Yes, I believe Edmonton has one. The City of St. Catherine's, a population of about 60,000 or 70,000 does not have a Personnel Manager and did not at the time we worked with them."

Alderman Abbott: "What about London?"

Mr. Manuel: "London has a Personnel Manager; they engaged him and he came on the job when we were half way through our job evaluation project there, so he tied in there at the end of it."

Alderman Abbott: "Do any of those cities like those you have just mentioned where they have a Personnel Manager; do they have a City Manager?"

Mr. Manuel: "No, none of them have City Managers."

His Worship the Mayor: "Did any of your clients in the municipal field engage your Company and then somebody else?"

Mr. Manuel: "No, sir, not to my knowledge; but we have worked in many municipalities three or four times."

His Worship the Mayor: "Did you do the whole scheme of job evaluation in London?"

Mr. Manuel: "Yes, we had two assignments there. First, we did job evaluation and then we did a thorough-going administrative survey. The administrative survey was larger, actually than the job evaluation program. That was completed in the summer of 1958."

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Alderman O'Brien: "When did you do St. Catherine's?"

Mr. Manuel: "About four years ago. They engaged other consultants for the School Board, if this is what you are referring to."

His Worship the Mayor: "Yes."

Mr. Manuel: "St. Catherine's engaged other consultants for the School Board on a competitive basis. We were one of four consultants."

Alderman Butler: "I'm just a little curious about this Personnel Manager. Would Mr. Manuel tell us what is the substitute for a Personnel Manager in an organization such as ours from what you would perhaps know about it at this time? We have a City Manager and approximately 1,300 employees. Let us say, perhaps, they would all come under such a Personnel Officer. If you don't have such a man, how would it function; how could it function properly?"

Mr. Manuel: "Usually, the Personnel function is carried out on a split basis then, department by department. True, you may lack something in co-ordination, but may I ask a question. Are you referring to this in terms of job evaluation or a general organizational question? If we are talking about job evaluation only, I don't think you have to have a Personnel Manager to do job evaluation programs. Certainly, this wouldn't be enough to keep him busy afterwards."

Alderman Butler: "What I am referring to specifically is: Once you evaluate and get your job description, or whatever you wish to call it, then I want to find out who do we employ? Do we employ Department Heads, perhaps, as we are doing now? What is your recommendation in general? Do you recommend Department Heads or some one person to correlate all of these?"

Mr. Manuel: "Some one department and some one person in that department to co-ordinate and carry on the job evaluation program. Who it would be in your organization here, I wouldn't know because I don't know the organization."

Alderman Butler: "Does Mr. Manuel feel that each department should function within itself or should there be some overall person?"

Mr. Manuel: "For job evaluation, no."

Alderman Butler: "Carrying on the program that you set up; once you evaluate to see that that is carried through."

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Mr. Manuel: "I think that should be co-ordinated at one central point. Each department will have to contribute information in respect to changes or new jobs, but I think it should all be processed and headed through one person in one department, acting as a co-ordinator of the program. We recommend, for instance, the use of Committees for valuation the position and the Secretary of the Committee, generally, is the person who co-ordinates the program."

Alderman Lloyd: "You recommended Committees did you say, for valuating? How does that operate?"

Mr. Manuel: "At the installation stage, sir, our own staff consultant serves as Chairman of the Committee. Whoever is going to continue with the co-ordinating of the program serves as Secretary; and that is the minimum Committee. If you are dealing with the jobs in one department, then you would ask the Head of the Department, or his Deputy, at least, to be on the Committee. I haven't had a chance to discuss this with Mr. DeBard. If there is going to be Union participation in this program, then there is a Union representative sitting in on the Committee. This is optional, deciding on your policy."

Alderman Lloyd: "That's your general practice is it, to set up these Committees?"

Mr. Manuel: "Yes it is because we feel that we certainly, as outsiders, cannot do a proper job of evaluation without the people who know the job being on hand."

Alderman Lloyd: "So that your professional services in essence then, is merely to direct and supervise the carrying out of a job evaluation by Committees of the City?"

Mr. Manuel: "Yes, to make it your own program and as quickly as possible. That is right."

Alderman Lane: "Mr. Manuel, if you were requested by the City to find a Personnel Director for the City in the course of this job you were going to do, what would be your charge for that service in addition to the contract price you submitted?"

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Mr. Manuel: "You would have to tell me what the salary is. If the salary is less than \$10,000.00, as I assume it would be, our fee would be \$800.00. Any advertising we had to do would be additional at cost. Our fee cost would be \$800.00 which would include psychological testing."

Alderman Lane: "What would the advertising amount to roughly?"

Mr. Manuel: "If you use classified advertisements, which I wouldn't recommend; it is not very expensive if you use display advertisements, say two inches deep by two columns wide, in the Metropolitan paper; I don't know your rates here in Halifax, but, in Montreal or Toronto, an advertisement of this size would cost about \$50.00 or \$60.00 for one insertion."

Alderman Lane: "You would use more than one insertion, wouldn't you?"

Mr. Manuel: "Well, we normally run one insertion in maybe three or four major papers, and see what happens. If we don't draw sufficiently, then we repeat. There is no use in advertising twice if you get the right applicants on the first run."

Alderman Lane: "Would you say \$800.00 plus \$400.00 for advertising?"

Mr. Manuel: "Yes, I imagine roughly."

Mr. Manuel then retired from the Council Chamber.

His Worship the Mayor: "I want to draw attention to the Council something mentioned with respect to the matter of Committees. This is also included in the Payne-Ross submission. The technique is not different."

Alderman Lloyd: "I did ask the question though about full responsibility for the final termination."

His Worship the Mayor then read a section of the Payne-Ross submission pertaining to the establishment and use of a Committee of City personnel, including Union personnel, to work along with the consultants.

Alderman Lloyd: "I think we should bring Mr. Terris back again."

Alderman Lane: "Before he is brought back again, I want to ask the City Manager a question with your permission. What is your recommendation on a Personnel Director? Do you think such a person is needed?"

City Manager: "I'd like to see somebody like that but I wonder if, in addition to personnel work, there could be some other things that he could

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help me with. After all, if you get a Personnel Director, it is really to help me because I've had to carry the load thus far. I wonder if we could get more from a person like that. It may well be that once he gets into it, it is a full-time job. I don't know."

His Worship the Mayor: "He is a Personnel Officer rather than a Personnel Manager. The level wouldn't be as high."

City Manager: "With a Personnel Officer, we might find that it would be advisable to get somebody who would do something other than personnel work."

Alderman Dunlop: "We have been hearing a lot about Personnel Directors and things like that but there's not a City that I've heard of which has a full-time City Manager, that has a Personnel Director. We have another reason here which has been mentioned - the Police and Fire. It is not very likely; I am speaking for myself at least, that the Chiefs of those Departments would be willing to allow a Personnel Director to have too much to say about their Department."

His Worship the Mayor: "I don't think it is a question of whether it will suit the two Chiefs; I think it is a question for this Council to decide."

Alderman Dunlop: "All right, I'll say for myself. Unless the Police and Firemen are brought directly under the City Manager, I wouldn't be in favour of a Personnel Director having very much to do with them. I think that the last suggestion is one we have talked about many times and it is really what we want, no matter what you call him; and that is someone to assist the City Manager in some of these details we have heard about tonight. I wouldn't say he would be an Assistant to the Manager but he would be working perhaps closer with him. As for this job evaluation, I think I am impressed with Mr. Manuel. As this job evaluation is coming, it's not likely that there is enough work to keep a man fully employed."

Alderman Lloyd: "I would fully expect that this Personnel Officer would find related work to do in some appropriate department, probably the Finance Division."

His Worship the Mayor: "We don't want a Parkinson's law where work tends to expand to fill the time unnecessarily."

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Alderman Lloyd: "Not at all; but I think you will find there is an opportunity for function there somewhere."

City Manager: "Do you want Mr. Terris to come back now?"

His Worship the Mayor said that before calling Mr. Terris back to the meeting he wanted to clarify the 'Committee' question, and he noted the reference to use of Committees in the Payne-Ross Report which he then read as follows: "'Upon completion of the written job description, we would proceed to analyze each job using factor evaluation and would establish from such analysis and evaluation the classes and ranking of the jobs. We would hope that a committee would be established from City personnel, including Union personnel, to work along with us in this factoring. In our experience the establishment of such a committee is a very valuable aid in promoting understanding of job classification and, further, helps to develop a sense of responsibility as well as participation in the whole program. Such a committee, however, is not a pre-requisite.

"The factoring outlined in the above paragraph automatically leads to job classes within given point ranges as selected. In this, as well as in the factoring, Payne-Ross personnel would be continuously involved.

"An area wage study of similar jobs would then be necessary in order to maintain correlation of City salary structure with that of comparable jobs in the area. This study would be performed by Payne-Ross. Following this study would come the correlation of job classes to the results of the area wage study to establish values for the total series of job classifications. The Committee (if formed), Payne-Ross, and appropriate City personnel would be involved in this'."

Alderman Lloyd: "I think we should examine that, Your Worship. If you recall, when we decided on job evaluation, we said that things are changing in this matter of relationships with staff. In fact, our functions as Aldermen have changed within the last twenty to twenty-five years. It is becoming increasingly apparent to everyone that the function of the Alderman is moreso today that of a watchdog for the public, than that of an administrator.

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"Somebody has to be alert and keep in touch with all the technological advantages that are being made in administration. Our function, then, is to sort of be somewhere midway between the taxpaying public and the administration on occasion. We find that at nearly every meeting we attend. Somebody called us politicians in a most unsatisfactory manner on one occasion. I don't care what they call us but that is our function. I think, Your Worship, that we did say that job evaluation should become an arm, if you like, or an aid to the Council in its negotiations with Unions because Unions are well equipped to organize and negotiate much better today than they were fifteen or so years ago. We would do a much better job of negotiations, probably a much smoother job, if we are sure we have well-defined job descriptions and we have had job evaluations that have been established in the first instance, and related to certain factors, and then kept correlated to those factors by a Personnel Officer.

"I would like to know what is the function and purpose of the meeting with the Unions and with the employees. What is the objective; what is the purpose? I want to ask Mr. Terris. We've got to reach a point somewhere where if there is going to be professionally skilled negotiators on both sides, that surely we don't put them together in a closed room to decide what they are going to do and then tell us."

City Manager: "When you have your job descriptions and you try to place them in a proper category, there are two ways of doing it: One is the ranking method where somebody, (and that was the Woods, Gordon method) said 'You belong here, this one belongs here and you belong there'. The other method is to take six or ten factors and assign them weights of 200 points or 300 points and it comes up to 1,000 or whatever, and then each position, we would try to say, for instance, the Police would have physical hazards to a greater extent than myself or Mr. Romkey, and so on. At that stage, perhaps, it is good to have the Union in. While it is true that they, perhaps, are not as competent to judge as the supervisors and the job evaluation people, they still do have opinions and present their arguments.

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"If we can get them to agree on the fact that comparisons are necessary so that people fall into a slot--at the stage where you attach money values to it--they have nothing to do with that. They are out at that point, in my opinion.

"Now, let's see what Mr. Terris has to say on that point."

Alderman Lloyd: "I would assume, Your Worship, that both companies would forget the one. I would presume they will be both dealing with the question in the same manner."

His Worship the Mayor: "I understand that this is going to be broken down in four steps: The job description which is going to be prepared by the worker himself, or by the Department Head, or by Payne-Ross, whichever will decide the point. Some places the description is written by the man and then checked by his Department Head who may make some marginal notes which is the usual procedure to take. It is proper because quite often workers tend to inflate their own position in an organization. Then, there is the factoring which is the committee stage, relating one job against the other job in their different departments.

"Now, the committee thing is what I am a little fearful of. Then, comes your classifications, as a result of your descriptions, your factoring comes under classification; and to that all is applied then the results of your area of wages and salary survey and you make your allocation of your salary ranges to the comparable jobs in the City, as compared with jobs outside. Those are the four steps in setting it up and, of course, the continuing policy of wage and salary administration is to follow that.

"Mr. Terris, in your letter of February 24th, mention is made in the second page with reference to after the completion of the written job descriptions, which you say can be written up in a combination rather by the worker himself, by the Department Head, or by Payne-Ross personally as required by the situation. The next paragraph you go on and mention the committee. What would be the function of the committee in your proposal? We would be in on the committee; what would be our function? What would be the result? What are the objectives of that committee?"

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Mr. Terris: "We would prefer to see the make-up of the committee to be a member of the senior staff of the City; I would suggest a member of Council, and certainly, a member of the Union because this is the easiest, fastest and best way of getting the information as to what comprises a job evaluation program throughout the City employees. It is education."

Alderman Lloyd: "It is education as to what you are trying to do."

Mr. Terris: "As to what we are trying to do and, also, the aid in the judgment factors. It is participation; and participation carries its own responsibility."

Alderman Lloyd: "The committee doesn't determine, do they act as an advisory committee to you, a research committee with you, or what?"

Mr. Terris: "We would like to have them actually aid us in establishing point values."

Alderman Lloyd: "Point values, but the assignment of salaries and so on?"

Mr. Terris: "The assignment of salaries, we would carry out."

Alderman Lloyd: "You carry out, exclusively of the committee."

His Worship the Mayor: "Would the committee range throughout the whole City organization, one representative from each division? Is that the idea?"

Mr. Terris: "Oh, no!"

His Worship the Mayor: "This is important to know that the committee so stated here is not composed of the Commissioner of Health, the Commissioner of Works, the Commissioner of Finance, the Collector and so on all through the line; it is only somebody from staff; somebody from the Council, as I understand it."

Alderman Wyman: "One committee that does the job for the whole business."

His Worship the Mayor: "Yes."

Mr. Terris: "One point was made here tonight about the local atmosphere--local conditions. That is one gain from the committee. It is not necessary that there be a committee but it is a far easier and far more worthwhile result to the people. The second result is the distribution of infor-

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mation. The last one is a very important factor - the responsibility situation where, for instance, we have Union participation in industry, in job evaluation and classifications. That very participation, while it may make for a bit more time consumption during the course of the conduct of the evaluation, ends with a result which is accepted far easier, and is much easier to work with."

Alderman Lloyd: "But that is for the purposes of rating."

Mr. Terris: "Yes."

Alderman Lloyd: "When it comes to the actual final decision of your staff to put amounts to jobs, that is your job."

Mr. Terris: "It is our job."

Alderman Lloyd: "The committee doesn't function in that phase of your work?"

Mr. Terris: "No. Perhaps I should mention that application of proper salary structures is perhaps the easiest part since your salary structures are already established by area practices."

His Worship the Mayor: "The classification, of course then, after the work of the factoring, which would be carried out by the committee, will exclusively be a professional job by the Payne-Ross personnel only. It would not be the work of the committee."

Mr. Terris: "That is correct."

Alderman Butler: "With the City Manager system that we have in Halifax, would this evaluation, having been set up, for example by your Company, could it not function satisfactorily with the Fire Department under the Fire Chief; the Police under the Chief of Police, and the other departments under the Department Head? Would we not, in effect, have the Personnel Officer in the form of several people?"

Mr. Terris: "You are saying that the various Department Heads are, in effect, acting in the personnel field now. The Personnel Officer, should the City see fit to appoint one, is again staff capacity. It would be he who would gather and select and interview and screen the people for specific, open positions and would present for final hiring to the Department Head."

Alderman Butler: "Would he know as much about the Police Department as the Chief of Police?"

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Alderman Dunlop: "We have a Personnel Manager in the Police Department now."

His Worship the Mayor: "No, not in that sense--not a professionally trained person. We have a personnel and training officer. He looks after the recruiting of the personnel and he conducts or supervises the training of it; but he is not a professionally trained Personnel Officer."

Alderman Lloyd: "How would he work out a relationship with the Chiefs of the two departments? Probably much in the same sense as the Manager has a relationship now. He would only be recommending a man to the Chief of the Department."

His Worship the Mayor: "I don't see where hiring a Policeman is any different in the initial stage from hiring a person for the Health Department, Engineers' Department or anything else. There is nothing mysterious about it; not for a Fireman either."

Alderman Lloyd: "There's no argument about job evaluation at all. So far as job evaluation is concerned, the only point in part you might mean, what are the functions and powers of an Officer and the answer has been that he would be a staff officer for the management and the Manager; that is really what his function is. He functions in much the same relationship to the extent that the co-operation is needed from the Chief of Police and the Chief of the Fire Department."

His Worship the Mayor: "That is right. He would work in close harmony with those Officers, certainly in any construction or recommendation."

Alderman Lloyd: "To bring the matter to a head, Your Worship, I move that the City enter into a contract with Payne-Ross to carry out the work specified in their submission; and, in addition, that they be directed to advertise for and examine applicants for the position of a Personnel Officer and make their recommendations to the City Manager. In that respect, he would presumably make his recommendation based upon his recommendations to the Council on this first start; and we would ask that the City Solicitor and the Manager be instructed to finalize the actual draft of the contract for this purpose, if there isn't one already in existence. Doesn't there have to be terms of reference

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under a contract or is it generally engaged under the terms of the letter?
Is there a contract drafted?"

Mr. Terris: "No, sir, we have no contractual relationships with our clients. It is one way, from us to the client."

Alderman Lloyd: "Your Worship, then I will move that we engage Payne-Ross to carry out the work outlined in their letter under the terms and conditions therein set forth, a a maximum cost of \$14,750.00 which includes the Personnel Officer. Does the letter include the engagement of a Personnel Officer?"

City Manager: "No. Their last letter is \$13,250.00 but it certainly would be understood; we'll have to send them, at least, a letter telling them exactly what we expect them to carry out."

Alderman Lloyd: "I'll change it. I'll move that the City Council engage the services of Payne-Ross to undertake a job evaluation as outlined in their submission to us; and, in addition thereto, that they be directed to advertise and examine applicants and to make a recommendation from those applications for a suitable Personnel Officer for the City of Halifax, at the total cost not exceeding \$14,750.00."

The motion was seconded by Alderman Greenwood.

Alderman Dunlop: "Your Worship, would they not have to be made aware of the amount of dollars that would be paid in salary to the Personnel Officer before they advertise? I think they would have to give some information."

His Worship the Mayor: "I think what we should do is let the recommendation be made to Council."

Alderman DeWolf: "Yes, I think it should be."

Alderman Lloyd: "I'll add a qualifying phrase to the motion that 'provided before they proceed to advertise for a Personnel Officer, that they recommend a salary and a job specification to the Council'."

Alderman DeWolf: "Because any applicant would have to know and want to know what he would be paid."

Alderman Butler: "I'm going to support this; I think it is the right thing to do but I would have been a little bit happier if we had procrastinated

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slightly on this Personnel Officer until such time as the evaluation was conducted and a recommendation, after examining our particular needs, was forthcoming one way or the other. I feel that due to other representations that have been made to us, there is a possibility that this may not be an absolute necessity in our particular case; but, if it is, I hope it is. I'd be a little bit happier if the job that has been undertaken would have come back to us as a recommendation for or against such a thing. The way it is being put to us now is before it is even examined, we are told flatly that this is what we need. I don't see how that is possible without examining our particular case but perhaps I'm wrong."

His Worship the Mayor: "No, I share the views of Deputy Mayor Wyman, and I have had a number of dealings and negotiations with Unions and Salary Committees over a number of years. I feel it is one of the missing links and a very important one for us because it may mean the saving of many thousands of dollars in having someone on our staff whose principal task it is to keep abreast of the change in salary situations and advise the Council from time to time on these requests from the Unions and other persons seeking salary adjustments. That is a very important office in our organization, I think."

Alderman Dunlop: "Is that a function of the Personnel Director?"

His Worship the Mayor: "Yes."

Alderman Dunlop: "Well, that's a very expensive, high-class man. I feel the same as Alderman Butler. I think we should take the first phase first; the first portion of this evaluation first, do the job evaluation and leave it until such time as this gentleman is fully convinced that we need it. He is dealing with situations that I believe don't exist where he has been dealing before; and that is that we have a City Manager. It must make some difference."

His Worship the Mayor: "Let's not get bogged down in this."

Alderman Dunlop: "I'd like to ask this question. Supposing that after we do get the job evaluation, the salary, and we decide not to go ahead. Would we pay this firm the \$1,500.00 to find a man that we perhaps don't want? Are we committed now to a Personnel Director?"

His Worship the Mayor: "We more or less are. We've had a motion."

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Alderman Dunlop: "I'm going to move an amendment to the motion that the first portion of the contract be entered in, the job evaluation."

The motion was seconded by Alderman Butler.

Alderman Lloyd: "In speaking to the amendment, I think there may be a little bit of confusion here. You'll notice that in the resolution, that they not proceed with the processing or the call for applications until they have submitted to this Council a job specification and a salary range; and that matter can then be voted on. We've got to at least instruct them to at least look at it, if it is exactly what you want them to do. I am sure that is the intention of the mover of the amendment and the seconder. I don't see any conflict in the amendment with that of the original resolution because of its qualifications. The other side of the story is: I think we must agree that definite questions were put to this representative of Payne-Ross along these lines: 'Do you think that the appointment of a Staff Officer in this field would be a more prudent and most economic way to carry out the job evaluation, from the point of view of the expenditure of funds we are making with your Company?' The answer, I believe, was 'Most definitely'. In other words, we don't want to get in the situation like we got in with Cleminshaw despite what the Manager says. We don't want to get in a situation where someone comes in and does a job, at the tail end, off they go. At the beginning, we tried unsuccessfully to make certain that those who come in here as professionals, function and perform as professionals; and they leave behind them trained people capable of carrying on.

"Otherwise, we get into expensive annual, semi-annual or tri-annual revisions of work and we lose the value of continuity in the effort. I think that the resolution, as modified, protects or carries out the wish of the mover in the amendment and the seconder in this sense: It directs Payne-Ross; it engages them and it directs them to draft a job specification and recommend a salary range after consulting, naturally, with the City Manager. Then, and then only, do we proceed."

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His Worship the Mayor: "May I say this, Alderman Dunlop, although it's not a criticism to you. I have heard it often mentioned tonight the question about the City Manager. We have in Halifax the City Manager position. We don't have the American City Manager system; we have a one Chief Administrator and this is not unique in Canada despite the fact there are not many City Manager cities in Canada. For instance, if you read Tom Plunkett's book on Municipal Organizations in Canada, you will find that there are a variety of titles used to describe the Chief Administrator of the cities concerned. For instance, the City of Saskatoon, I believe, has a Commissioner. He is top administrative officer. Others have Directors of Departments, Executive Directors and other terms. We use the word 'City Manager'. Don't make yourself or anybody else into believing we are unique and, therefore, our administrative setup is so different from other places. It is not; it's merely terminology used in Halifax that we describe the Chief Administrative Officer as City Manager. We're not unique in our setup because we have a City Manager here."

Alderman Lane: "Your Worship, speaking to the amendment, might I ask if those cities that have Commissioners, Executive Directors and such, also have a Personnel Director?"

His Worship the Mayor: "I couldn't tell you that but the connotation I attach to the word or the expression used tonight by the City Manager was that we had one person who was doing this work. Well, it is a question of how Council feels; and this is the question you must decide for yourselves tonight: whether you feel that the City Manager, in addition to the functions you want him to perform, as overall supervisor over all the departments, you want him to carry on the detailed work of Personnel Officer as well."

Alderman Lane: "May we pursue it just a little further. Perhaps we don't know too much about it. This idea of a Personnel Manager has crept up on us, just this evening. At least, it has as far as I am concerned. It might have been at that one meeting I missed recently that this was previously discussed. What are the special qualifications for a Personnel Manager? Does it require a university degree and special training in this particular field,

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or is it someone experienced in this field? What will be the training behind a recommendation?"

Mr. Terris: "You don't look for a university education in every instance. Where there is and has been a continuous problem with respect to both internal and industrial relations, we would look for a university degree. There have been just lately added to universities, personnel administration as a course; a degree course. These people are very hard to get. I would say that secondary school education with a certain mental capacity is adequate."

Alderman O'Brien: "I'd just like to say this one thing about the amendment to the Personnel Officer question. It seems to me that it's less than five years since we had the Griffenhagen Report; and I feel that if we proceed with the work by Payne-Ross without having on our staff at the time they complete it, a Personnel Officer, that we will be in the position of having to hire outside consultants again in three or four years to bring the thing up to date; whereas if we have a Personnel Officer, I would think that he could keep the job evaluation up to date and help us out in the many ways that have been described here tonight. It may be a case of wasting some money if we don't proceed with the motion as Alderman Lloyd moved it originally."

Alderman Dunlop: "The Griffenhagen Report was a very slate thing and if the Council deals with the report of this firm the same way as they dealt with the Griffenhagen Report, we won't be doing too much good. The Griffenhagen Report was torn to pieces before it ever got to Council."

His Worship the Mayor: "That is right."

Alderman Dunlop: "By the Council, itself."

Alderman Abbott: "Perhaps this is not a fair question; if not, Mr. DeBard doesn't need to answer it. How does he feel himself about a Personnel Director? After all, he is the City Manager and I'd like to know his views. I have in mind that we are sitting here representing the taxpayers in the City of Halifax and I believe we have watched this growing empire. If the City Manager tells me he feels we should have a Personnel Director, then I'm prepared to go along with him."