

THE CORPORATION OF THE TOWNSHIP OF HORTON

## Special Council Meeting

May 21, 2014

There was a Special Council Meeting held in the Municipal Council Chamber on Wednesday May 21, 2014. Present were Mayor Don Eady, Councillor Bob Kingsbury, Councillor Glen Campbell and Councillor Jamey Larone. Absent was Councillor Margaret Whyte due the death of her mother. Also present was Susan Humphries, a member of the Human Resources Committee. Staff present was Jennifer Barr Treasurer, Janet Collins Public Works Manager and Mackie McLaren CAO/Clerk.

1. CALL TO ORDER

Mayor Eady called the Meeting to Order at 1:57 p.m.

2. DECLARATION OF PECUNIARY INTEREST

There was no declaration of pecuniary interest by Members of Council, Committee and Staff.

3. WAGE DIFFERENCES BETWEEN SENIOR STAFF POSITIONS IN SURVEY OF LOCAL MUNICIPALITIES

Mayor Eady welcomed Bruce Beakley, Human Resources Director, County of Renfrew to the meeting. Mr. Beakley presented a copy of the draft 2014 wage survey for lower tier municipalities in the County of Renfrew on which the CAO/Clerk had added the average wage paid for each position that Horton has. As shown on previous surveys, the positions of CAO/Clerk, Treasurer and Public Works Manager are lower than the average of the lower tier rural municipalities while other staff was similar or above the average. The CAO/Clerk had previously requested that the Township upgrade its grid so the three positions below the average are paid at the average of the rural municipalities.

Mr. Beakley informed the Council Members that he spoke with the Human Resources Committee at their April 22, 2014 Meeting. He also forwarded information to the Committee to review at their May 13 Committee Meeting on this subject.

Mr. Beakley reviewed the current grid and Pay Equity system. The grid meets pay equity requirements. He informed Council Members that if the grid was changed to increase the wage of the CAO/Clerk position, it would also increase the wage for the Treasurer and Public Works Manager positions under the pay equity requirements as they are female positions in Horton's organization. He presented confidential "regression analyses" reports showing various increases to the CAO/Clerk position and the effect to the other two positions. He noted that they would receive approximately 50% of the increase to the CAO/Clerk position.

Mr. Beakley pointed out to the Members that as the grid is low it would be very difficult to fill the Senior Management positions with qualified experienced individuals.

Mr. Beakley presented an alternative called Merit Pay or Incentive Pay as an option. Merit pay does not affect pay equity. Merit pay requires an accountability that has to be considered. A merit pay level is established by Council. Council also must establish goals and objectives which are then evaluated in the performance appraisal process. An employee is eligible to receive a percentage of the merit based on completion of the goals and objectives assigned at the beginning of the year.

Mr. Beakley suggested that a Merit system be established for the three positions that sit below the County lower tier rural area average. Once the employee reaches the job rate which is grid step E on our grid, the merit pay would kick in.

Councillor Larone asked if the idea of merit pay is becoming more prevalent. Mr. Beakley said yes. He said the accountability has to be in place, the goals and objectives determined and reviewed through the performance appraisal process. This then becomes the business plan for the municipality. Councillor Larone added that he likes that parameters are laid out for the employee to achieve.

Mayor Eady asked what the affect would be if Council changed the CAO system to the Clerk system which would be cheaper. Mr. Beakley said if you move away from the CAO position a re-evaluation must take place for pay equity. He reviewed an "Executive Leadership Team" model where 3 managers work together as a team. They are evaluated as a team member and as achieving the goals and objectives. One municipality in Renfrew County is considering this model.

Jennifer Barr suggested a modified system with an amended grid and merit system. This would start the process of increasing the grid for succession planning.

Janet Collins asked if the pay equity required increases were because we are a small municipality. Mr. Beakley said yes, a larger municipality would not be affected the same way.

Bruce Beakley provided information on the goals and objectives concept with a power point presentation. A copy of the presentation was passed out to the members and staff at the end of the presentation. In the presentation the Members learned that they need to define the competencies they want staff to achieve and be evaluated to. They need to come up with 3 most important competencies for the organization. In addition to the 3 organizational competencies, there are also department and individual competencies that are assigned by Managers.

Mr. Beakley said objectives are measurable. The CAO/Clerk should provide periodical reports to Council on how the objectives are being achieved. He said the objectives must meet the "SMART" test:

- S - specific
- M - measurable
- A - action orientated
- R - realistic
- T - time and resources constraint

Bruce Beakley asked for comments and questions following the handout of materials.

Councillor Kingsbury said they heard lots of information today that they need to consider. Mr. Beakley said Council and Committee members need to take some time to consider the information in the presentation, but don't leave it too long. He said he is willing to provide us with a summary email of today's presentation.

Jennifer Barr said Council needs to know from an outside source the difficulty it would have to replace senior managers with our grid system as it stands today.

Susan Humphries left at 3:15.

Mayor Eady said maintaining the grid system down the road is harder due to the small staff. He asked if the County would carry out evaluations annually for our staff. Mr. Beakley said it was dependent on what the CAO requires. Mayor Eady said down the road there is the possibility of new council members who will not have experience on this program. Bruce Beakley said he is more than willing to come back and present the program to the new Council. The CAO/Clerk said that this would also be part of the new council orientation program that managers will present at the start of the new Council term.

Bruce Beakley said in his opinion, no staff member should be red circled as a result of this review.

Councillor Kingsbury asked the CAO/Clerk to comment on the option put forward earlier in the meeting that in the future the CAO position be eliminated. Mackie McLaren said that in his opinion there needed to be one individual responsible for the management of the municipality. The alternative is to have all managers equal on the organizational chart and without a senior position, items could fall through cracks as individual managers would be responsible for their Department and not for the entire municipality.

Councillor Larone asked Mr. Beakley about another situation which concerns a recommendation that the Waste Management Committee has to make Council. A part time employee was added last year as a second attendant at the landfill site for a 6 month trial that has been continued on. Mr. Beakley said that this position has to be job evaluated and placed on the grid. The employee is eligible for grid advancement and COLA increases.

Mayor Eady thanked Bruce for attending the meeting.

4. ADJOURNMENT

Moved by Glen Campbell  
2014-

Resolution No.

Seconded by Robert Kingsbury

That Council adjourns this Special Council Meeting at 3:33 p.m.  
Carried

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MAYOR

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CAO/Clerk