

[Chairman: Mr. Nelson]

[10:03 a.m.]

MR. CHAIRMAN: Sorry we're so late. We're waiting for Grant Nicol. He's just getting copies of some material for us all, so we'll be just a few minutes.

I think the first thing -- could we have a motion to approve the minutes of the meeting of August 17, unless there are changes or omissions? It should be noted that the advertisement that is shown here is what appeared in the newspaper, with the exception of two changes to that, which were the date, which was October 6, 1989, and the room number at the Legislature. I think it's 801. Other than that the ad appeared as we discussed previously.

MRS. GAGNON: I so move.

MR. CHAIRMAN: Thank you. Are we agreed?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: Thank you. Mr. Fox and Ms Laing are in their caucus meeting this morning, so I don't know whether they'll be here.

MR. TANNAS: Mr. Chairman, if they're not able to make it, I can, on my way over, drop this off at the ND's floor.

MR. CHAIRMAN: Well, Corinne will see that they get copies.

MR. TANNAS: Oh, okay.

MS SKURA: What about Mr. Ady?

MR. CHAIRMAN: Mr. Ady I haven't heard from this morning so I don't know. We're going to continue in any event. I should indicate to you that I always try to start the meeting on time based on the fact that there are people here, and we'll just proceed in that light.

MR. ADY: Good morning.

MR. CHAIRMAN: Mr. Nicol, who is with the personnel office, will be joining us very shortly. I asked him to obtain some quotes and some offers of service from a number of search firms, which he has done. There are four different firms that he will discuss with us this morning. He will be here shortly; he's just getting copies of all the offers so that we may examine them briefly, and he will, hopefully, make some recommendation.

In the interim, if you could look at the draft item, Ombudsman, that you have before you, it's the person profile. This is the profile that was used at the last go-round. In looking through this -- I've discussed it briefly with the personnel officer -- there are two things I would like to have you examine adding to the list that we have in front of us. On the first page, under Technical/Managerial Knowledge/Experience, after the fourth paragraph I would like to add in there, with your concurrence, "ability to keep and continually develop a team through effective hiring skills."

MR. TANNAS: I didn't hear that.

MR. CHAIRMAN: "Ability to keep and continually develop a

team through effective hiring skills."

The second one, if you could just turn to page 4, is under the fourth item, Leadership/Personal Skills, under (a) Leadership, "ability to motivate others." I would like to open discussion on the issue of the person profile. If there are any other thoughts or comments with regards to those extra two items that I've put on, I'd appreciate it.

MRS. GAGNON: I might say that yesterday when we met with Trawick it seemed to me that one of the prerequisites which he suggested would be that the person must be a caring person, and I don't know how we would indicate that without sounding like motherhood and apple pie. But, you know, the person has to be one who's empathetic or sympathetic to others.

MR. CHAIRMAN: Well, I met with him privately, I should indicate to you, and one of the key words he used to me was "common sense," which is in the person profile here on page 1.

MRS. GAGNON: And so is fairness.

MR. CHAIRMAN: Yes. That sentence that says:

Common sense, maturity, tact, perseverance, fairness, integrity, tolerance and sound judgement.

I think that really covers what you're suggesting.

MRS. GAGNON: I'll accept that.

MR. CHAIRMAN: I should let you know that I used to do this kind of stuff as a personnel manager for a very large company for three years, and I think they've done a pretty darned good job here on this profile.

MR. HYLAND: I bet you were a real bugger in those days.

AN HON. MEMBER: Ssh.

MRS. GAGNON: In *Hansard* in big, black letters.

MR. CHAIRMAN: Are there any other comments with regards to the person profile? Do you want to deal with this, or would you like to wait and have any thoughts or comments or questions to Mr. Nicol when he gets here? Well, Mr. Nicol from the personnel administration office will be here in a couple of minutes. He's just bringing an item over.

MR. HYLAND: Mr. Chairman?

MR. CHAIRMAN: Do you wish to ask him any questions or anything of this nature with regards to this person profile? Do you want to deal with it? I'd otherwise like a motion to deal with this as I've amended it, and that is the person profile that would be used for applicants in making their inquiry for the position of Ombudsman.

MR. TANNAS: I'd like 10 minutes to read it.

MR. HYLAND: Can I ask a question?

MR. CHAIRMAN: Go ahead. Certainly.

MR. HYLAND: On page 5, Legislative Requirements:

Canadian Citizenship.

... may not be a member of the Legislative Assembly nor hold any office of trust or profit other than the Office of Ombudsman ...

Does that mean you could be an MP and hold it? That's just a question that ...

MR. CHAIRMAN: No. "Nor hold any office."

MR. TANNAS: You can't be a part-time Ombudsman. I think that's what that's saying, isn't it?

MR. CHAIRMAN: You can't. No, it's a full-time job.

MR. HYLAND: Okay, as long as it says that.

MRS. GAGNON: Mr. Chairman, I would be prepared to move that we accept the person profile with the amendments as indicated.

MR. CHAIRMAN: Mr. Tannas indicated he wanted just a few minutes to read through it a bit. I'm prepared to accept the motion, but certainly reflecting on the desire to read this more thoroughly, Mr. Tannas, I'm happy to do that also. What is your desire?

MR. HYLAND: I move that we adjourn for five minutes.

MR. CHAIRMAN: Want to adjourn for five minutes? The motion is on the floor to adjourn for five minutes. Are you agreed?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: Thank you.

[The committee recessed from 10:13 a.m. to 10:16 a.m.]

MR. CHAIRMAN: Okay, we'll reconvene. In dealing with the person profile as you have in front of you plus the two amendments that were made, Mrs. Gagnon has moved to accept the person profile as amended. Are you agreed?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: Thank you very much. It's carried.

Corinne, do you have those two amendments since I read them?

MS SKURA: No, I don't.

MR. CHAIRMAN: Because I've written them on this piece of paper.

MS SKURA: I mean, I'm working on them now.

MR. CHAIRMAN: Okay.

Mr. Nicol is here. He has gotten four proposals from various search firms that we sent inquiries to to assist us in the professional search for the Ombudsman. Whoever is selected will likely examine all the applications, do initial interviews, and what have you. Maybe I can just turn it over to you, Mr. Nicol, if you would like to run through the proposal and the proposals

that were received from those four groups.

MR. NICOL: Thank you very much, Mr. Chairman.

Maybe I can just comment briefly on how it was handled last time. The firm that handled the assessment of candidates last time, the preparation of the screening report, the conducting of interviews, the assessment of candidates, the assistance with the final interview, and then the checking of references was Woods Gordon. I'm manager of executive search with the province. My role really was, while not to get involved in the assessment and in the selection of the final candidate in any way, to actually monitor, if you like, the performance of the consultant to ensure that the committee was getting the kind of service they needed from the consultant and to work with the consultant to overcome any administrative problems or anything like that. That was how we were involved last time. We actually set up a contract -- this committee did -- with the consultant which laid out the scope of the assignment, the terms of reference, the fee, and the expectations of the committee.

I'll pass these packages out to you if I may. Maybe I can just comment on that package when you get it. What I have done is sort of summarized on the first page there the three proposals. Beneath the first page is the scope of the assignment. That's what I sent out to the consultants to allow them to prepare their proposals. I really took that right from the contract we had last time, so that detailed what was required. I took the statistics from the 1987 Ombudsman's competition, indicating to them that there would be 250 applications, 30 preliminary interviews, 11 final interviews -- what we had last time -- so they could in fact quote based on that kind of workload and on those kinds of hours.

We've heard from A.W. Fraser & Associates. A.W. Fraser is a national company with offices right across Canada. The Edmonton representative is James W. Wuest, a managing partner. He'll be supported by Dr. Gerald Long and Mr. John Roshak. In fact, I would suspect that probably Jim Wuest will do a lot of the work, although Dr. Long will assist him in some.

A.W. Fraser & Associates have done a lot of work in the Edmonton area. They have done considerable work for government: they've been involved in the Children's Advocate search; they were involved in the Deputy Minister of Social Services; they've assisted in various senior official searches. So they have a proven track record. I personally have worked with Mr. Jim Wuest and find him to be quite competent, quite thorough, and quite diligent in his work. They are proposing that their fee would be probably from \$24,000 to \$28,000 with miscellaneous expenses of approximately \$1,000. I would suggest on that that their miscellaneous expenses are a little low. If it involves traveling out to interview candidates or having candidates come forward for the interview, I think you'll soon go beyond a thousand dollars for those kinds of expenses. But that's the expenses they've got.

Davies, Park & Associates Inc. This is an interesting one, because Darwin Park was the consultant that was responsible for conducting the last search. He worked for Woods Gordon then, and when he discussed making a proposal, I discovered that just recently he'd left the firm of Woods Gordon and formed a partnership with a Mr. Gerry Davies, who worked for Thorne Riddell, I believe. So the two of them now are an Alberta-only firm and have just started their own business. Darwin Park I've worked with on a number of senior official competitions. He's handled a number of competitions that we haven't been working

on, and I think does a very thorough job. I believe the committee last time was satisfied with what he did.

Interesting that last time he bid about \$18,500 for the job and was given the assignment, and the actual cost would have been around \$29,000. So he submitted an additional billing, and the committee played hardball and said, "No; that's what you bid, and that's what we pay." So that's what happened. I notice this time he's saying: approximately 25 percent of the annual cash compensation for the Ombudsman. I would suggest to the committee that that would maybe, through the contract, be tied down a little tighter so that we actually have a figure.

Coopers & Lybrand, a very large consulting group. David Simmonds has also done a lot of work for our government and for the government of Saskatchewan as well. They come in fairly high at \$35,000. He submitted a very thorough report, and he takes a rather meticulous approach. Not that the others don't, but he particularly insists that he would insist upon talking to the present Ombudsman, talking to this committee or representatives of this committee, doing a very thorough analysis before he started the search, as would, I suggest, the others as well. But he stressed that in his proposal. The fees and expenses he hasn't really quoted on, but they will be additional to the \$35,000.

Price Waterhouse. Richard Harvey is their representative. He has done some work for government -- maybe not as extensive as the other ones. He has done some senior assignments though. He comes in at \$15,000 to \$20,000, fairly low in terms of his proposal. But he indicates his miscellaneous expenses at \$16,240. So I guess when you put the two together, it comes up fairly high. As part of the \$16,000 I notice that he has \$3,000 for psychological assessment, and I'm not too sure that for this type of competition this committee would want the candidates to go through a psychological assessment.

MRS. GAGNON: May I ask a question please, Mr. Chairman?

MR. CHAIRMAN: Certainly.

MRS. GAGNON: Just quickly. Is it unusual that Woods Gordon did not submit a proposal this time, or have they gone out of business?

MR. NICOL: They don't seem to have anybody of the calibre of Darwin Park. That's a good question, because that's the question I asked Darwin Park. I said, "Just a minute; I thought I was talking to Woods Gordon." I said, "This is all changed then; how is Woods Gordon going to feel about this?" He said, "There's absolutely no problem." He assured me that that had been discussed with Woods Gordon, and the fact that he was proposing and bidding on the Ombudsman search, and that would have no problem with Woods Gordon.

I don't know what they're going to do with their executive search practice. I know that Darwin Park was "Mr. Woods Gordon" in this area, so they'll have to replace him, and they haven't done so yet, not to my knowledge anyway.

MRS. GAGNON: I would just make another quick comment. As far as psychological searches, my experience with that kind of thing is that it's totally ineffective and quite misleading most of the time when you're hiring people.

MR. CHAIRMAN: You're right.

MR. NICOL: That's it.

MR. CHAIRMAN: Okay. Are there any other questions relevant to Mr. Park? Mr. Tannas.

MR. TANNAS: Oh. Relative to Mr. Park no, but I was going to say -- you were saying that with Fraser & Associates there might be expenses involved in going out to interview. If you're applying for a job and you reach the short list, surely to goodness you're going to be able to come up here. Are we not . . .

MR. NICOL: Yeah. Well, if they come out here, then you'd have to pay the candidate's travel expenses unless you decide that you were going to have all candidates assume their own expenses, which would probably be unusual, Mr. Tannas, and also pretty expensive for somebody from Ottawa or Montreal to fly out here at their own expense.

MR. CHAIRMAN: The normal situation in an executive search is that if you find a candidate who reaches a list for interview, either you would go and interview them at their locale at your expense or bring them to the locale that you're in -- for example, Edmonton -- also at your expense, not their expense. That is not an abnormal situation.

MR. HYLAND: The normal guy pays his way, but when you get up this high, you don't have to.

MR. TANNAS: I see.

MR. NICOL: What the consultant usually does, Mr. Tannas, is try to pool candidates. If there were four strong candidates in Ottawa, he'd fly to see them.

MR. TANNAS: Yeah, I can see that. But if we're talking 250, and then we were talking about 30 preliminary interviews -- 30 people flying across Canada?

MR. NICOL: I suppose maybe it might be six people flying across Canada.

MR. TANNAS: Yeah, that I don't have a problem with. But 30 I kind of was wondering. And then 11 finals would be a second thing.

MR. NICOL: We had a large number of candidates from this province last time. I think even in the finals -- I can't remember the statistics -- but I think three-quarters were probably Alberta-based.

MR. CHAIRMAN: You must remember that when we get down to that list, the committee will meet and make some decisions as to who is interviewed, so we have control.

MR. NICOL: That's right.

MR. TANNAS: Well, yeah. I was going to say that once you get down to half a dozen maybe, or four, then that's it.

MRS. GAGNON: I was just going to ask if you had any recommendation, or is it too early in the meeting to ask that kind of question?

MR. CHAIRMAN: No, it's not too early at all.

MR. NICOL: I would probably recommend Darwin Park again, and I guess the only reason I recommend him is that his head is into this search because he did it just a few years ago. He knows the job; he knows the players. He knows the whole process he went through last time, sort of thing. So in a way I guess it's just in the case of efficiency; he could be up and running quicker. He's learned, maybe, from mistakes last time as well, things that he would do differently this time. He's solid, he's reliable, and he's proven, I guess, to this committee. So I maybe would recommend him.

MR. CHAIRMAN: May I just say that I have taken the opportunity to discuss with some other people including members of the previous committee and Derek Fox. They were very satisfied, as a committee, with the work that Darwin Park did for them.

It's up to the committee here, of course. The moneys that have been suggested are right in the ballpark of any other applicant or proposed search committees.

MR. HYLAND: Mr. Chairman, I'd like to make a motion that we use for executive search Davies, Park & Associates, and that between the chairman and Mr. Nicol they attempt to nail down the amounts more firmly by way of contract rather than approximate percentages.

MR. CHAIRMAN: Do you understand the motion? Are there any comments or questions?

MRS. GAGNON: I would support that motion, especially for the efficiency which may be garnered. If the same people who applied last time apply again, this gentleman has already screened them. It may automatically mean that 50 people will be screened out because he did it just two years ago. So he'll be very familiar with some of the applicants.

MR. CHAIRMAN: It's already happened.

MR. NICOL: Yeah, that's right. He would be, yes.

MR. CHAIRMAN: Are you agreed that we offer or set up a proposal and discussion for a contract with Davies, Park & Associates for the search group for the Ombudsman?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: Agreed unanimously. Thank you very much.

MRS. GAGNON: Would you like these returned? This is some confidential information.

MR. CHAIRMAN: I don't think we need to return these.

MR. NICOL: Yeah, I think they should be returned. As I say, as principals we were making those kinds of decisions that -- so you kept everything.

MR. CHAIRMAN: Now we have one other item: discussion of the position profile, which you have in front of you in draft

form. Do you want to take five minutes to go through this? Should we adjourn for five minutes again to have a quick examination of this?

MR. TANNAS: I think that would be appropriate.

MR. CHAIRMAN: A motion?

MR. ADY: So moved.

MR. CHAIRMAN: A motion to adjourn for five minutes. Agreed?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: Thank you.

[The committee recessed from 10:33 a.m. to 10:37 a.m.]

MR. CHAIRMAN: Okay, I'll call this back to order then. The organizational structure, I think, is the one item that has changed insofar as last time. But other than that I think the profile is the same.

MR. NICOL: Just the statistics have been updated.

MR. CHAIRMAN: The statistics and the organizational structure were the only changes that were made to the previous position profile. Are there any questions or some discussion with regards to this? Otherwise, I'd like to have a motion to approve the position profile.

MR. ADY: I'll do it.

MR. CHAIRMAN: Mr. Ady. Are we agreed?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: Thank you very much.

You have before you a proposed budget, because we'll have to do a request for money for the committee. The amount of money that's being requested here is \$91,194. If you look at the 1987 committee, there are two items. One is the advertising; it was budgeted at \$35,000 and came out at \$37,000. We've budgeted \$25,000 on here. It appears presently, at the outset, that the advertising will come in around \$19,000 or \$20,000. There are two reasons for that. Number one, the ads went into all the papers nationally that they were in last time -- they were reduced a little bit because we took the names of the members off the bottom -- but they didn't appear in all the weeklies in Alberta. We saved a considerable amount of money doing it that way. It was my understanding that by a large majority the applicants came out of the national papers or the dailies, in any event. So we put in \$25,000 there just in case there were some incidentals that we weren't sure of. The other area that is considerably larger is the pay of MLAs, and depending on the workload, of course, there's been a change to our Members' Services Committee which has increased that considerably. It's likely it won't be that high, but we have to budget for it. So those are the two major changes in this budget as against last time. The travel expenses are the same.

I think those are, as I say, the two major changes. What I'd

like to do is get some agreement to proceed with obtaining these funds for the committee -- hopefully we won't spend them all -- if I could have a motion to that effect.

MR. TANNAS: I'll make it.

MRS. GAGNON: In discussing the motion, Mr. Chairman, under the professional, technical, and labour services we have an estimate of \$25,000. Now, is that negotiable when you sit down with the gentlemen and sign the contract, or will it be \$25,000?

MR. CHAIRMAN: I think the intent is that in particular Mr. Nicol will negotiate a set fee under contract with them, and it'll be in that possible ballpark range as we discussed with the proposal. I think Mr. Nicol and I will get that done very shortly, and then we'll be off and running.

Do you have any comments, Mr. Nicol, regarding that subject?

MR. NICOL: No, I think that's agreeable. That's right. I would think \$25,000 is reasonable, and I guess it's just a case of making sure that Mr. Park thinks it's reasonable and agrees with it.

MR. CHAIRMAN: Mr. Tannas. Mr. Tannas moved the motion.

MR. TANNAS: Yes. I just wanted clarification. The travel expenses or the miscellaneous expenses -- can that be preapproved by someone?

MR. NICOL: Last time we had an agreement that before they went to any major expense on travel or anything like that, they contacted myself, and I approved that through the Chair.

MR. FOX: Just by way of information for fellow committee members, Marie and I are involved in a caucus meeting. We can't leave it. We both take the process very seriously but aren't able to be here, and I wanted to come up and have at least some input into subsequent meeting dates so we wouldn't conflict with what the chairman will advise.

MR. CHAIRMAN: I've got the same problem with the Heritage Savings Trust Fund committee. Okay. Thanks, Derek.

Now, do we have a motion to accept the budget? If there's any feeling of uncomfortableness with regards to that \$25,000, we can change that and budget \$30,000 just to ensure that there's no . . .

MR. HYLAND: Does it allow for any travel?

MR. CHAIRMAN: Yes.

MR. HYLAND: That would be the contract for the . . .

MR. CHAIRMAN: There's \$15,000 of that for travel expenses. That's not part of that contract.

MR. HYLAND: Which would include ours as well as any candidates we brought in.

MR. CHAIRMAN: That we bring. It may be useful, consider-

ing negotiations that may take place, to have that at \$30,000, which would put us up to \$96,000.

MR. TANNAS: Would you like me to make an amendment or to make a new motion? An amendment, I guess.

MR. CHAIRMAN: It might be useful to move a new motion to increase the professional fees to \$30,000 and the total expenditures to \$96,194.

MR. TANNAS: Right. Okay. I would move that we go ahead with the description and estimate, except for item 712K00, which would be changed from \$25,000 to read \$30,000. The total then would be changed to read \$96,194.

MR. HYLAND: Question.

MR. CHAIRMAN: Are we agreed?

HON. MEMBERS: Agreed.

MR. CHAIRMAN: It's carried unanimously.

Is there any other item of business you wish to discuss at this point in time?

MR. HYLAND: I'm assuming, then, Mr. Chairman, that the next meeting won't be needed till at least after the date when all the applications have to be in.

MR. CHAIRMAN: It's anticipated that it's unlikely that we will need to really meet again now until probably the end of October. This will allow the professional search people three weeks to a month to assess the applications that are sent in from various people. At that time we would meet to get an assessment from them and determine those candidates that should be interviewed, and flow from there. Then, of course, after the initial interviews by the professional search people, we will have to set some time aside where we'll have to meet regularly to interview the final few that we will want to interview. Then, of course, a decision will have to be made on the selection. I think that would be the process. Mr. Nicol, do you have any -- is that . . .

MR. NICOL: No, I think that's correct. The assessment and screening report can be done by the consultant. We'd be back to the committee, and then the committee will decide on which candidates to be interviewed preliminarily. The search consultant then will do a detailed report on each candidate following assessment, which we will bring back to the committee, and then the committee picks the finals. I think that time frame is in order.

MR. CHAIRMAN: We will meet with Davies, Park and give them some fairly stringent time lines so this thing doesn't carry over for a fairly long time. They'll work under our time guidelines so that we can get this process done as quickly as possible, remembering that we're not going to rush it to the degree that we'd make a mistake.

MR. TANNAS: On October 25 we have a Legislative Offices meeting. We could make a date at that time, could we not?

MR. CHAIRMAN: That's quite possible, but after discussion with the professional search people and Mr. Nicol as to a time, maybe I'll advise before then of the date. We try to give as much notice as possible so that you can make plans. If we don't do that, if we bring you up a week or a couple of days before the meeting, it's not fair because you may have plans. So we'll try to tie this thing down to the degree that we can give you plenty of notice as to the timing of a meeting, remembering that I've got to work with Mr. Ady on the Heritage Savings Trust Fund committee and other caucuses as far as their meetings are concerned. We don't want to impinge on their meetings. We'll

work around all these things as much as possible.

If that's all the business, can I have an adjournment motion?

MR. DROBOT: I so move.

MR. CHAIRMAN: Mr. Drobot, thank you very much. And thank you, Grant, for helping us here. We appreciate it.

MR. NICOL: You're very welcome.

[The committee adjourned at 10:49 a.m.]