

Town of Port Hedland

MINUTES

OF THE

SPECIAL MEETING OF THE TOWN OF PORT HEDLAND COUNCIL

HELD ON

WEDNESDAY 4 APRIL 2012

AT 6.30 PM

IN COUNCIL CHAMBERS McGREGOR STREET, PORT HEDLAND

Purpose of Meeting: To consider: Appointment of Acting Chief Executive Officer (Confidential); and Chief Executive Officer Recruitment.

Paul Martin Chief Executive Officer

OUR COMMITMENT

To enhance social, environmental and economic well-being through leadership and working in partnership with the Community.

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ITEM 1 OPENING OF MEETING

1.1 Opening

The Mayor declared the Special Meeting of the Town of Port Hedland Council open at 6:35pm and acknowledged the traditional owners, the Kariyarra people.

ITEM 2 RECORDING OF ATTENDANCE AND APOLOGIES

2.1 Attendance

Elected Members

Mayor Kelly A Howlett Councillor George J Daccache Councillor Arnold A Carter Councillor Gloria A Jacob Councillor Julie E Hunt

Officers

| Mr Paul Martin | Chief Executive Officer |
|--------------------|--|
| Ms Natalie Octoman | Director Corporate Services |
| Mr Gordon Macmile | Director Community Development |
| Mr Russell Dyer | Director Engineering Services |
| Mr Leonard Long | Acting Director Planning and Development |
| Mr Ayden Férdeline | Administration Officer Governance |

Public Gallery

| Members of the Public | 0 |
|-----------------------|---|
| Members of the Media | 0 |
| Members of Staff | 2 |

2.2 Apologies

Councillor Michael (Bill) Dziombak

2.3 Approved Leave of Absence

Councillor Stan R Martin Councillor Jan M Gillingham Councillor David W Hooper

ITEM 3 PUBLIC TIME

NOTE: Pursuant to section 7 (4)(b) of the Local Government (Administration) Regulations 1996, members of the public have the opportunity to ask questions pertaining only to relevant Council Business at Special Meetings.

- 7. *Question time for public, procedure for (Act s. 5.24(2))*
 - (4) Nothing in subregulation (3) requires
 - (b) a council at a special meeting to answer a question that does not relate to the purpose of the meeting; or
- 6:35pm Mayor declared Public Question Time open

3.1 Public Question Time

Nil

- 6:35pm Mayor declared Public Question Time closed
- 6:36pm Mayor declared Public Statement Time open
- 3.2 Public Statement Time

Nil

6:36pm Mayor declared Public Statement Time closed

ITEM 4 QUESTIONS FROM MEMBERS WITHOUT NOTICE

Nil

ITEM 5 DECLARATION BY MEMBERS TO HAVE GIVEN DUE CONSIDERATION TO ALL MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

| Mayor K A Howlett | Cr G J Daccache |
|-------------------|-----------------|
| Cr A A Carter | Cr G A Jacob |
| Cr J E Hunt | |

ITEM 6 REPORTS OF OFFICERS

6.1 Corporate Services

- 6.1.1 Governance and Administration
- 6.1.1.1 Chief Executive Officer (CEO) Recruitment (File No.: ...)

| Officer | Paul Martin Chief Executive Officer | |
|-----------------------------------|--|--|
| Date of Report | 2 April 2012 | |
| Disclosure of Interest by Officer | Nil | |

Summary

The purpose of report is to:

- Establish a CEO Recruitment Panel of Councillors.
- Seek Council's endorsement on the Scope of Work, inclusive of selection criteria, to secure the services of an appropriate specialist recruitment agency to undertake the recruitment process.
- Advise Council of the proposed timeline to select specialist recruitment agency.
- Seek Council endorsement of performance criteria for the new Chief Executive Officer

Background

The Town's Chief Executive Officer (CEO), Mr Paul Martin, has submitted his resignation as he has accepted the role of Deputy CEO, Director Business Enterprise, Property and Strategy at the Shire of Broome.

Mr Martin will cease employment with the Town of Port Hedland effective from close of business on the 27 April 2012. Council will be considering the appointment of an Acting Chief Executive Officer at a Special Council Meeting scheduled for 4 April 2012. The recruitment of the permanent CEO will be undertaken utilizing a different process and this report seeks to gain Council's approval of that process.

Consultation

- Director Corporate Services
- Mayor and Elected Members
- WALGA

Statutory Implications

The recruitment of a CEO is the subject of a variety of regulations including the following:

Local Government Act 1995

5.36. Local government employees

(1) A local government is to employ —

- (a) a person to be the CEO of the local government; and
- (b) such other persons as the council believes are necessary to enable the functions of the local government and the functions of the council to be performed.
- (2) A person is not to be employed in the position of CEO unless the council —
 - (a) believes that the person is suitably qualified for the position; and
 - (b) is satisfied* with the provisions of the proposed employment contract.
 - * Absolute majority required.
- (3) A person is not to be employed by a local government in any other position unless the CEO
 - (a) believes that the person is suitably qualified for the position; and
 - (b) is satisfied with the proposed arrangements relating to the person's employment.
- (4) Unless subsection (5A) applies, if the position of CEO of a local government becomes vacant, it is to be advertised by the local government in the manner prescribed, and the advertisement is to contain such information with respect to the position as is prescribed.
- (5A) Subsection (4) does not require a position to be advertised if it is proposed that the position be filled by a person in a prescribed class.
- (5) For the avoidance of doubt, subsection (4) does not impose a requirement to advertise a position before the renewal of a contract referred to in section 5.39.

Local Government (Administration) Regulations 1996

18A. Vacancy in position of CEO or senior employee to be advertised (Act s. 5.36(4) and 5.37(3))

- (1) If a position of CEO, or of a senior employee, of a local government becomes vacant, the local government is to advertise the position in a newspaper circulating generally throughout the State unless it is proposed that the position be filled by
 - (a) a person who is, and will continue to be, employed by another local government and who will fill the position on a contract or contracts for a total period not exceeding 5 years; or

(b) a person who will be acting in the position for a term not exceeding one year.

(2) An advertisement referred to in subregulation (1) is to contain —

- (a) the details of the remuneration and benefits offered; and
- (b) details of the place where applications for the position are to be submitted; and
- (c) the date and time for the closing of applications for the position; and
- (d) the duration of the proposed contract; and
- *(e) contact details for a person who can provide further information about the position; and*
- (f) any other information that the local government considers is relevant.

18B. Contracts of CEOs and senior employees, content of (Act s. 5.39(3)(c))

For the purposes of section 5.39(3)(c), a contract governing the employment of a person who is a CEO, or a senior employee, of a local government is to provide for a maximum amount of money (or a method of calculating such an amount) to which the person is to be entitled if the contract is terminated before the expiry date, which amount is not to exceed whichever is the lesser of —

- (a) the value of one year's remuneration under the contract; or
- (b) the value of the remuneration that the person would have been entitled to had the contract not been terminated.

18C. Selection and appointment process for CEOs

The local government is to approve a process to be used for the selection and appointment of a CEO for the local government before the position of CEO of the local government is advertised.

Policy Implications

Quotations will be sought and the appointment made in accordance with Procurement Policy 2/007.

Strategic Planning Implications

Nil

Budget Implications

Council has not specifically budgeted for costs associated with a recruitment consultant in the 2011/12 Budget. As there will be no salary savings in the interim given the recruitment of an Acting CEO, any funds required for the consultant will need to be identified through the third quarter budget review.

Officer's Comment

CEO Recruitment Panel

Traditionally Council selects a panel of Councillors to assist in the CEO recruiting process. Some Councils have small panels and other Councils involve all Councillors. It is recommended that Council form a relatively small panel (3-4 Councillors maximum) to conduct the recruitment process on behalf of Council with support from a specialist recruitment agency.

The CEO Recruitment Panel will recommend to Council not only the appointment of the preferred specialist recruitment agency, but also the preferred CEO and proposed conditions of employment for its endorsement.

Selection of a Specialist Recruitment Agency

Given the senior nature of the position, it is recommended that the Council engages the services of a specialist recruitment agency to assist in the CEO recruitment process. An indicative timeframe for this selection process has been listed below.

| Responsibility | Date | Action |
|--------------------------------------|----------|---|
| Special Council Meeting | 4 April | Council report regarding the resignation and process for selection of new CEO. |
| Special Council Meeting | 4 April | Council establishes a CEO Recruitment Panel and endorses the Scope of Works for Recruitment Company. |
| ToPH Administration | 5 April | Seek quotations from specialised recruitment agency to assist in recruitment process. |
| | 13 April | Quotes for HR consultants close. |
| CEO Recruitment Panel | 16 April | Quotes assessed by CEO Recruitment Panel. |
| TOPH Administration | 17 April | Agenda Item distributed to Council with recommendations from CEO Recruitment Panel. |
| Special Council Meeting | 18 April | Special Council Meeting held to appoint specialised recruitment agency. |
| Specialised recruitment agency | 19 April | Specialised recruitment agency to commence the recruitment process. |

To be able to call for quotes from suitably qualified agencies, Council will need to determine the selection criteria against which the submission to undertake this work will be assessed by the CEO Recruitment Panel. These selection criteria are suggested as follows:

| Item | Description | Weighting |
|--------------------|--|-----------|
| Experience | Experience of firm and/or individuals proposed to be involved in the recruitment process. | 40% |
| | References:- Firms should include client contact details from a minimum of two organisations that can be contacted regarding their experiences with the firm when undertaking similar work. | |
| Methodology | Process proposed for recruitment of CEO. Timeframe/timetable for recruitment process (Note the Town is eager to undertake the recruitment process in a timely manner). | 30% |
| Price Structure | Fee proposal including breakdown of costs associated with various elements of the consultancy. | 30% |

Proposed Performance Criteria for the Chief Executive Officer.

Recruitment documentation will need to be generated as a first task by the specialist recruitment agency, in consultation with the CEO Recruitment Panel.

Council will need to determine the performance criteria it expects in its new CEO on which recruitment documentation can be generated. The performance criteria are suggested as follows:

| CORE COMPETENCY | DEFINITION | ELEMENTS |
|--|--|--|
| Creates Vision and Gives Direction | Takes an active role in promoting the development of an aspiring, relevant vision for the organisation and influences others to share ownership of the organisation's goals in order to create an ethical environment that delivers value for the community | Creates vision – develops a shared vision and mission for the organization Inspires – Inspires and influences others to assume ownership of organisation's goals Strategic planning – Displays strategic thinking and planning to ensure the organisation moves towards its vision Acts decisively – Acts decisively in a complex environment of ambiguity and multiple stakeholders Manages change – Initiates, develops, coordinates and evaluates change management strategies to successfully bring about change in the organisation Embeds ethical practices into the organisation's culture and processes Translates – Translates the vision, mission and values of elected members into effective strategies Contributes – Contributes executive leadership perspectives to the development of Council's vision and supporting policies |

| CORE COMPETENCY | DEFINITION | ELEMENTS |
|--------------------|--|---|
| Develops People | Creates a work environment where people are challenged and stretched to develop competencies and encouraged to realize their potential through lifelong learning. Recognises the importance of developing all organisational stakeholders through fostering collaborative work relationships and establishing mutual trust and respect. | Builds competence – Improves the skills and effectiveness in a range of development strategies Motivates – Motivates staff towards achieving quality results Empowers – Empowers people to achieve or exceed organisation's goals by delegating sufficient authority, responsibility and accountability and by providing support Fosters – Contributes to the development of stakeholders external to the organization Builds competence of elected members – Improves the knowledge and skills of elected members through employing a range of advisory and development strategies Builds community capacity – Takes an active role in managing Council's relationships and interactions with groups in the community to support the development of capacity to initiate and implement projects and programs |

| CORE COMPETENCY | DEFINITION | ELEMENTS |
|----------------------------------|--|--|
| Manages resources and risk | Ensures that human and physical resources including financial, technological and information requirements are available and effectively, efficiently and ethically deployed to meet strategic organisational and customer needs and to maintain sustained product and/or service delivery. | Plans resource management – Plans the allocation and management of resources using project management methodologies Negotiates and obtains - Negotiates effectively to obtain resources to achieve outcomes Allocates – Allocates resources to projects and programs to achieve outcomes Manages – Carefully manages internal and external resources to ensure that they are used efficiently to meet organisational objectives Evaluates – Evaluates use of organisational resources in relation to planned outcomes Complies – Abides by the laws, regulations and policies determining public sector and local government sector activities Implements – Implements Council's Risk Management Policy to address strategic, operational and legislative compliance risks and hazards |

| CORE COMPETENCY | DEFINITION | ELEMENTS |
|---|--|--|
| Promotes and Achieves Quality Outcomes | Develops a professional, high performance environment through setting, promoting, delivering and evaluating high quality products and/or customer services against benchmarked standards. | Sets standards – Establishes high quality product and customer service standards Promotes and monitors – Promotes and monitors standards and continuous improvement to achieve highest quality product or service Delivers – Promotes the achievement of excellence in delivering a product or service linked to planned outcomes Evaluates – Evaluates the outcomes achieved against set standards, identifies learnings and implements improvements required Supports – Establishes organisational structures, business plans and procedures that support Council's service quality strategies |

| CORE COMPETENCY | DEFINITION | ELEMENTS |
|------------------------------|---|---|
| Understands Relationships | Establishes and maintains positive working relationships with government and diverse groups of people within the public and private sectors, and wider community, through employing effective communication strategies. | Networks – Develops and maintains positive and beneficial relationships with relevant networks within and outside the Local Government sector Represents – Develops and sustains a positive image and profile of the organisation Influences – Develops and maintains positive working relationships with leaders within and outside the local government sector to achieve organisational outcomes Is politically savvy – Approaches all situations with a clear perception of the political context and reality Builds and leads – Builds and leads a positive, diverse and productive organisation effectively Manages conflict – Effectively identifies and manages conflict and potential sources of conflict or staff dissatisfaction Involves – Leads the involvement of the community in communicating with and influencing Council Fosters partnerships – Fosters relationships with elected members based on partnerships and a team approach Is inclusive – Leads the organisation in providing services equitably and appropriately with respect for the diversity of groups in the community |

| CORE COMPETENCY | DEFINITION | ELEMENTS |
|--|---|---|
| Self- Awareness and Self- Management | Seeks to increase self- awareness of own strengths and development needs and acts to improve work performance through lifelong learning. Acts with integrity by being aware of own behaviour and managing it to have the best possible impact on the behaviour of others. | Is a lifelong learner – Engages in regular critical reflection on feedback and experiences in the workplace and acts on reflections to facilitate professional growth Models – Models and promotes appropriate social, ethical and organisational standards in all interactions Achieves – Sets challenging goals for self to achieve high quality outcomes Values well-being – Values the well-being of self and others through managing stress levels and work-life balance |

Officers Recommendation

That Council:

- Note the resignation of Mr Paul Martin as Chief Executive Officer (CEO) from the Town of Port Hedland effective from close of business on 27 April 2012.
- 2. Forms a CEO Recruitment Panel comprising Councillor _____, Councillor _____, Councillor _____, and Councillor _____.
- 3. Agrees that the role of the CEO Recruitment Panel is to assist in the CEO recruitment process and make recommendations to Council on this matter.
- 4. Notes that the CEO Recruitment Panel has no delegated authority to make decisions.
- 5. Notes that the financial implications of appointing the specialised recruitment agency will be incorporated into the third quarter budget review.
- 4. Adopts the following timeline for the selection of a specialist recruitment agency:

| Responsibility | Date | Action |
|-------------------------|----------|--|
| Special Council | Duto | Council report regarding the |
| Meeting | 4 April | resignation and process for |
| mooting | 17.01 | selection of new CEO. |
| Special Council | | Council establishes a CEO |
| Meeting | 4 April | Recruitment Panel and endorses |
| | | the Scope of Works for Recruitment |
| ToPH | | Company. Seek quotations from specialised |
| Administration | 5 April | recruitment agency to assist in |
| | | recruitment process. |
| | 13 April | Quotes for HR consultants close. |
| CEO | | Quotes assessed by CEO |
| Recruitment Panel | 16 April | Recruitment Panel. |
| ТОРН | | Agenda Item distributed to Council |
| Administration | 17 April | with recommendations from CEO |
| | | Recruitment Panel. |
| Special Council | | Special Council Meeting held to |
| Meeting | 18 April | appoint specialised recruitment |
| Specialized | | agency. |
| Specialised recruitment | 19 April | Specialised recruitment agency to |
| agency | | commence the recruitment process. |

5. Seek quotations from specialised recruiting agencies to assist in the recruitment of a new permanent CEO utilising the following selection criteria:

| Item | Description | Weighting |
|--------------------|---|-----------|
| Experience | Experience of firm and/or individuals proposed to be involved in the recruitment process. References:- Firms should | 40% |
| | include client contact details from a minimum of two organisations that can be contacted regarding their experiences with the firm when undertaking similar work. | |
| Methodology | Process proposed for recruitment of CEO. | 30% |
| | Timeframe/timetable for recruitment process (Note the Town is eager to undertake the recruitment process in a timely manner). | |
| Price Structure | Fee proposal including breakdown of costs associated with various elements of the consultancy. | 30% |

6. Notes the following draft performance criteria suggested for the new Chief Executive Officer;

| CORE COMPETENCY | DEFINITION | ELEMENTS |
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| Creates Vision and Gives Direction | Takes an active role in promoting the development of an aspiring, relevant vision for the organisation and influences others to share ownership of the organisation's goals in order to create an ethical environment that delivers value for the community | Creates vision – develops a shared vision and mission for the organization Inspires – Inspires and influences others to assume ownership of organisation's goals Strategic planning – Displays strategic thinking and planning to ensure the organisation moves towards its vision Acts decisively – Acts decisively in a complex environment of ambiguity and multiple stakeholders Manages change – Initiates, develops, coordinates and evaluates change management strategies to successfully bring about change in the organisation Embeds ethical practices into the organisation's culture and processes Translates – Translates the vision, mission and values of elected members into effective strategies Contributes – Contributes executive leadership perspectives to the development of Council's vision and supporting policies |

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7. Requests the CEO Recruitment Panel to review the performance criteria and seek Council's approval as to the final performance criteria to be used for the appointment of the CEO.

201112/395 Council Decision

Moved: Cr A A Carter

Seconded: Cr G J Daccache

That Council:

- 1. Note the resignation of Mr Paul Martin as Chief Executive Officer (CEO) from the Town of Port Hedland effective from close of business on 27 April 2012.
- 2. Forms a CEO Recruitment Panel comprising Mayor Kelly A Howlett, Councillor George J Daccache, Councillor Arnold A Carter, Councillor Stan R Martin, Councillor Gloria A Jacob, and Councillor Julie E Hunt.
- 3. Agrees that the role of the CEO Recruitment Panel is to assist in the CEO recruitment process and make recommendations to Council on this matter.
- 4. Notes that the CEO Recruitment Panel has no delegated authority to make decisions.
- 5. Notes that the financial implications of appointing the specialised recruitment agency will be incorporated into the third quarter budget review.
- 6. Adopts the following timeline for the selection of a specialist recruitment agency:

| Responsibility | Date | Action |
|-------------------------------|-------------|---|
| Special Council Meeting | 4 April | Council report regarding the resignation and process for selection of new CEO. |
| Special Council Meeting | 4 April | Council establishes a CEO Recruitment Panel and endorses the Scope of Works for Recruitment Company. |
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| TOPH Administration | 17 April | Agenda Item distributed to Council with recommendations from CEO Recruitment Panel. |
| Special Council Meeting | 18 April | Special Council Meeting held to appoint specialised recruitment agency. |

| Specialised | 19 | Specialised recruitment agency |
|-------------|-------|--------------------------------|
| recruitment | April | to commence the recruitment |
| agency | | process. |

7. Chief Executive Officer commence advertising for the service of the suitable Human Resources agency or organisation to assist and recruit a permanent Chief Executive Officer for the Town of Port Hedland utilising the following selection criteria:

| Item | Description | Weighting |
|--------------------|--|-----------|
| Experience | Experience of firm and/or individuals proposed to be involved in the recruitment process. | 40% |
| | References:- Firms should include client contact details from a minimum of two organisations that can be contacted regarding their experiences with the firm when undertaking similar work. | |
| Methodology | Process proposed for recruitment of CEO. Timeframe/timetable for recruitment process (Note the Town is eager to undertake the recruitment process in a timely manner). | 30% |
| Price Structure | Fee proposal including breakdown of costs associated with various elements of the consultancy. | 30% |

8. Notes the following draft performance criteria suggested for the new Chief Executive Officer;

| | | 1 |
|--|---|--|
| CORE COMPETENCY | DEFINITION | ELEMENTS |
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| | | Initiates, develops, coordinates and evaluates change management strategies to successfully bring |
| | | about change in the organisation Embeds ethical practices – Embeds ethical practices into the |
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|--|
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| CORE COMPETENCY | DEFINITION | ELEMENTS |
|--|---|--|
| Self- Awareness and Self- Management | Seeks to increase self- awareness of own strengths and development needs and acts to improve work performance through lifelong learning. Acts with integrity by being aware of own behaviour and managing it to have the best possible impact on the behaviour of others. | Is a lifelong learner – Engages in regular critical reflection on feedback and experiences in the workplace and acts on reflections to facilitate professional growth Models – Models and promotes appropriate social, ethical and organisational standards in all interactions Achieves – Sets challenging goals for self to achieve high quality outcomes Values well-being – Values the well-being of self and others through managing stress levels and work-life balance |

9. Requests the CEO Recruitment Panel to review the performance criteria and seek Council's approval as to the final performance criteria to be used for the appointment of the CEO.

CARRIED 5/0

REASON: Council made an amendment to subsection five to reinforce the need to advertise the recruitment company.

ITEM 7 CONFIDENTIAL ITEMS

NOTE: Section 5.23 of the Local Government Act 1995 states:

"(1) Subject to subsection (2), the following are to be open to members of the public -

(a) all council meetings; and

(b) all meetings of any committee to which a local government power or duty has been delegated.

(2) If a meeting is being held by a council or by a committee referred to in subsection (1)(b), the council or committee may close to members of the public the meeting, or part of the meeting, if the meeting or the part of the meeting deals with any of the following —

(a) a matter affecting an employee or employees"

201112/396 Council Decision

Moved: Cr A A Carter Seconded: Cr G J Daccache

That the meeting be closed to members of the public as prescribed in Section 5.23 (2)(a) of the Local Government Act 1995, to enable Council to consider the following Item:

1. 'Appointment of Acting Chief Executive Officer (CEO)'

CARRIED 5/0

- 6:38pm Mayor advised the meeting is closed to members of the public.
- 7.1 Appointment of Acting Chief Executive Officer (CEO)

201112/397 Council Decision

Moved: Cr A A Carter Seconded: Cr G A Jacob

That Council:

- 1. Notes the resignation of Mr Paul Martin from the position of Chief Executive Officer effective from close of business on 27 April 2012;
- 2. Appoints Mr Ian Hill as Deputy CEO of the Town of Port Hedland commencing from the 18 April 2012 to the close of business on 27 April 2012 to allow for an appropriate handover period with the current CEO.
- 3. Appoints Mr Ian Hill as Acting CEO of the Town of Port Hedland from close of business on the 27 April 2012 until such time that determined by Council;

- 4. Approves a cash salary of \$205,000 per annum (pro-rata) and a total salary package of \$312,113 (inclusive of pro-rata superannuation and other benefits) for period while Mr Ian Hill is employed as both the Deputy CEO and Acting CEO.
- 5. Notes that Mr Ian Hill be residentially based in Port Hedland during this tenure.

CARRIED 5/0

REASON: Council would like to make it clear that Mr Ian Hill, although recruited from outside the Pilbara, will be residentially based in Port Hedland during his time in these roles.

201112/398 Council Decision

Moved: Cr A A Carter Seconded: Cr G A Jacob

That the Meeting be opened to members of the public.

CARRIED 5/0

6:42pm Mayor advised that the meeting is now open to members of the public.

ITEM 8 CLOSURE

8.1 Date of Next Meeting

The next Ordinary Meeting of Council will be held on Wednesday 11 April 2012, commencing at 5.30 pm.

8.2 Closure

There being no further business, the Mayor declared the meeting closed at 6:43pm.

Declaration of Confirmation of Minutes

I certify that these Minutes were confirmed by the Council at its Ordinary Meeting of _____.

CONFIRMATION:

MAYOR

DATE