

ITEM 16
 MANAGER'S REPORT NO. 77
 COUNCIL MEETING Dec. 1/75

Re: REDUCTION IN WORK FORCE
 (ITEM 13, REPORT NO. 47, JULY 7, 1975)

On June 23, 1975, Council passed a motion directing that reductions be effected in the work force. On July 7, Council was advised of the action that had been initiated by the departments in this regard. The report received by Council on July 7 included reference to the following:

" Specific Action Taken or To Be Taken as a Result of Council Direction of June 23, 1975

The following action has been or will be taken:

<u>Department</u>	<u>Defer Filling Current Replace- ment Vacancy</u>	<u>Layoff</u>	<u>Defer Filling New Position In Budget</u>	<u>Future Action</u>	<u>Saving</u>
R.C.M.P.			1 Clerk Typist II	Reduce part time assistance	\$ 10,000
Personnel		1 Personnel Officer (switched to part time for 3 days per week. Notice given June 26.)			\$ 3,688
Building	1 Clerk Typist II		1 Ass't. Bldg. Maintenance Coordinator		\$ 22,030

Continued.....

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MANAGER'S REPORT NO. 77

COUNCIL MEETING Dec. 1/75

Re: REDUCTION IN WORK FORCE Cont'd.

<u>Department</u>	<u>Defer Filling Current Replace- ment Vacancy</u>	<u>Layoff</u>	<u>Defer Filling New Position In Budget</u>	<u>Future Action</u>	<u>Saving</u>
Human Resources	1 Telephone Operator - Receptionist	1 Soc.Wkr.I (Youth Services Division) 1 Clk.Typist II (Youth Services Division)	1 Clk.Typist II 1 Soc.Assist. Supervisor 1 Soc.Wkr. I (Social Allowance Division)		\$ 11,981
Fire			4 Alarm Room Operators 1 Apprentice Mechanic		\$ 29,645.
Licence		1 Clk.Typist II (Notice given June 27)			\$ 3,873
Health	1 Pub.Health Insp. I		1 Volunteer Coordinator (defer to Oct. 1) 1 Speech Therapist (defer to Sept. 1)		\$ 24,846
Purchasing		1 Temporary Parts- man I - "SWIM" (Stores) (Notice given June 27)		Do not engage any summer part time help	\$ 3,250
Treasury	1 Key Punch Operator I	1 Mail Girl (Notice given June 27)		1 Water Rates Clerk - no replacement on retire- ment Oct.17	\$ 7,330
Planning		1 Temporary Planning Ass't.III "SWIM"	1 Clerk Typist II	1 Planning Ass't.III - no replace- ment on resignation effect.Sept.15	\$ 9,997
Parks and Recreation	1 Janitor 3 Perm.Part time Swim Inst./Life- guards (Equivalent of 1 perm.)	1 Pool Janitor (Notice given July 4) 3 Labourers (permanent) (Notice given July 4) 2 Perm.Part time Fine Arts Technicians (Equivalent of 1 perm.) (Notice given July 4) 3 Perm.Part time Park Attendants (Equivalent of 2 perm.) (Notice given July 4)	1 Rec.Center Leader	2 Perm.Part time Rec. Center Leaders (Equivalent of 1 perm.) 1 Temp.Ice Patrol (Equivalent of 1 perm.)	\$ 62,581

Continued ...

Re: REDUCTION IN WORK FORCE Cont'd.

<u>Department</u>	<u>Defer Filling Current Replace- ment Vacancy</u>	<u>Layoff</u>	<u>Defer Filling New Position In Budget</u>	<u>Future Action</u>	<u>Saving</u>
Engineering	1 Draftsperson	1 Ass't Fore- man I (Sewer) (Notice given June 30)			
		3 Labourers (Sewer) (Notice given June 30)			
		1 Refuse Foreman (Notice given June 27)			
		1 Ass't Super- intendent (Notice given June 27)			
		1 Fuel Service- man (Notice given July 4)			
		5 Labourers (Notice given July 4)			\$ 88,577
Legal		1 Solicitor II (Notice given June 30 - effective Aug.15)			\$ 10,981
Clerk		1 Clerk Typist II (Notice given July 3 - effective Aug. 15)			
		1 Information Clerk (Notice given July 3 - effective Aug. 15)			\$ 7,000
Lands	This Department will take on certain functions presently provided by the Legal Dept. and therefore there is no change proposed in the complement in the Lands Department.				
Manager	This Department will take on a typing pool function (at least for the short term) and should be able to provide such services to the Clerk's Department and possibly others. We will therefore not reduce our complement but we hope to provide approximately 14 hours per week as a typing pool (about 13% of our stenographic time).				
TOTALS	<u>9</u> (Equivalent of 7 perm. staff)	<u>31</u> (Equivalent of 27 perm. staff + 2 temp.staff)	<u>14</u>	<u>5</u> (Equivalent of 4 perm. staff) (+ 8 to be gained through attrition and/or cuts made by Library Board) "	<u>\$295,779</u>

Council on July 7 also adopted the following motions:

1. THAT the goals established by the Municipal Manager to accomplish the goal set by Council on June 23, 1975, to reduce the work force by a figure not exceeding 60 including an allowance for attrition to the year end be adopted by Council; and

Continued.....

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2. THAT authority be given to fill all the positions presently vacant in our complement that are not noted in the report by the Manager for layoff or deferment; and
3. THAT the Municipal Manager be held responsible for reaching the goal set by Council and that as a result of the plan of action he proposes to accomplish this goal, he now be authorized to fill future vacant positions within the framework of the plan for the balance of 1975, always being cognizant of the budgetary restraints we are under; and
4. THAT the Library Board be asked to reduce its services and thus the equivalent of approximately 7 permanent positions from its complement of 111 permanent and part-time positions.
5. THAT a report be available at Budget Recast time to show the savings effected and how close the Corporation is to reaching the established goal.

The plan to effect a saving by reducing the work force was subsequently implemented. Department and Sub Department Heads then proceeded to assess the impact of the reductions on services, and to determine the amount of saving that will actually be realized from the action taken. Their reports to the Municipal Manager on these and related matters are attached.

As a result of the action taken, the total saving realized amounted to \$333,774.

This is for the information of Council.

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RÔYAL CANADIAN MOUNTED POLICE

Burnaby Detachment,
6355 Gilpin Street,
Burnaby, B.C.,
V5G 2J2,
October 16, 1975.



GENDARMERIE ROYALE DU CANADA

YOUR NO.
VOTRE N°

OUR NO. BBY 720-2
NOTRE N° BBY 128-2

The Municipal Manager,
Corporation of the District of Burnaby,
4949 Canada Way,
Burnaby, B.C.,
V5G 1M2.

Dear Sir:

Re: Reduction in Work Force

This replies to administrative memo #36, 1975
dated July 22, 1975.

In our commitment, we had indicated we could foresee
a saving of at least \$10,000 in salaries could result mainly
from three avenues:

- (1) Delay in hiring of an additional approved employee,
- (2) Reduction of "part-time" staff,
- (3) Salary savings resulting between time of resigna-
tion and restaffing.

Upon reviewing the figures, I feel confident that
at least that amount will be saved and there is a strong sugges-
tion it will be even more by the end of the year.

The restraint has not caused us overly serious
concern, the main reason being the delay in converting to the
new communications system. The position which was not filled
in 1975 will most definitely be required during 1976 in order
to staff the new communications operation, and part-time staff
is a 'must' because of 'shift work' in some areas and sheer
volume in other areas which dictates that certain assignments
must be completed daily, otherwise, it affects other Sections.
Alternately; this would result in inferior service to the
public, or it could hamper investigations if all reports, etc.
are not up to date. Areas such as 'report typists', 'radio
dispatchers' and 'file room' cannot be left vacant even for
a portion of the employee's regular duty, which means part-time
cannot be avoided.

In conclusion, I well appreciate your responsibility
to meet certain financial commitments, and I can assure you of
my co-operation.

Yours truly,

C.L. Thomas
(C.L. Thomas) Insp.

Officer in Charge Burnaby Detachment

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COUNCIL MEETING Dec. 1/75

THE CORPORATION OF THE DISTRICT OF BURNABY

INTER-OFFICE COMMUNICATION

TO: Municipal Manager

DEPARTMENT:

RECEIVED

DATE: Oct. 16, 1975

FROM: Personnel Director

DEPARTMENT:

OCT 17 1975

OUR FILE # E-15

SUBJECT: Reduction in Work Force

YOUR FILE # 2-6-75

MUNICIPAL MANAGER'S
OFFICE

As directed by Administrative Memo #36, 1975, dated July 22, 1975, the following report is submitted.

1. Actual Saving Involved By Staff Reduction

Mr. John Roberts, Personnel Officer 3, was transferred from permanent to 3-day per week part-time status, effective August 6, 1975. A saving of \$3,688. was indicated in the Council Report. This saving should materialize even though Recast Budget Salary Code 14-01-10 showed a reduction of only \$2,378. and Employee Benefit Code 14-01-20 a reduction of \$316. compared to the Annual Budget amounts. The discrepancy, of course, is mainly due to the fact that the Salary and Benefit accounts were increased at Annual Budget time by only 15% whereas the actual increase granted averaged approximately 17.3% for the calendar year.

2. Effect of Cut in Services Rendered by Personnel Department

Mr. Roberts was responsible for employee development; senior staff recruiting; Fire Department administration - management support, recruiting and labour relations; and Burnaby Library labour relations. The reduced hours worked by Mr. Roberts has had two major effects:

- (a) A drastic cut in our planned internal training and staff development program in 1975. Although important contributing factors were the lack of training facilities due to the movement of Personnel to temporary quarters for six months and the general economic climate, nevertheless Mr. Roberts inability to devote his full attention to training and development will result in virtually no program during 1975.
- (b) The remaining Personnel Officers and myself have had to assume portions of Mr. Roberts' non-training duties, which means that the day-to-day services rendered by us to other departments, the public and the School Board suffers somewhat and that some of our planned projects, such as, the preparation of a Personnel Policy Manual, have had to be deferred.

3. Recommendations With Respect to Cuts in Service

Through various adjustments, the continual review of services and the elimination of those of lower priority and the streamlining of personnel procedures, we should be able to maintain an acceptable standard of personnel services under the present arrangement, except for the function of employee development and training. This is a specialized and time-consuming

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Municipal Manager
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service if it is to be carried out properly and I can see no prospect of Mr. Roberts developing, coordinating and implementing a meaningful training program over an extended period of time on a part-time basis.

If you refer to our In-Service Training Account Code 14-01-64, you will notice that the 1975 Provisional estimate was \$10,500, the Annual was \$8,000 and the Recast is \$1,500. These reductions reflect our inability to implement the program outlined in the 1975 Provisional Budget for the reasons mentioned previously. Now that we are settled in our new accommodation and have a training room, it is most desirable to carry out during 1976 and subsequent years the employee development and training program which was cut during 1975. I have provided \$10,000. in the 1976 Provisional Budget for In-Service Training and made provision to reinstate Mr. Roberts to permanent status to ensure its success.

Therefore, I would recommend that a modest In-Service Training Program be reintroduced and that authority be given to reinstate Mr. Roberts to full-time status, effective 1 January 1976, primarily to be responsible for training, but also to carry out senior level and firefighter recruiting and other personnel services.



D. F. Hicks
PERSONNEL DIRECTOR

RAL:mg

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2-6-75



THE CORPORATION OF THE DISTRICT OF BURNABY

BUILDING DEPARTMENT

MUNICIPAL HALL
4949 CANADA WAY
BURNABY B.C. V5G 1M2

October 16, 1975.

RECEIVED

OCT 17 1975

MUNICIPAL MANAGER'S
OFFICE

Mr. M.J. Shelley,
MUNICIPAL MANAGER.

Dear Sir:

Subject: Budget Adjustments 1975
Your File 2-6-75

As a result of discussions held with the Manager on June 26, 1975, this Department proposed adjustments to its staff in order to achieve a potential saving of \$22,030 in its 1975 provisional budget as itemized in Mr. Jones's letter of June 27, 1975. A review of the actual savings involved now establishes that figure at \$25,210. The increased savings result from the fact that two positions, which were vacated and for which replacement approval was requested, have after a time lag been filled with staff at a slightly lower pay scale.

Comparison between provisional and recast figures for salaries, benefits, and transportation, shows an increase from \$640,345 to \$648,677 or \$8,332. This increase results from upward adjustments in salaries, benefits, and transportation costs, and from the suggested assignment of one Labourer III to the staff of the Building Maintenance Division in keeping with his function, the cost of which had previously been allocated to the specific buildings involved.

The resulting effect of staff reductions has been twofold:

- (1) Deferral of the Clerk Typist position has placed an increased work load upon the present stenographic and clerical staff, especially at peak periods of inspection calls and has delayed the initiation of the microfilm conversion program within the Department. The volume of existing records continues to create a storage space problem which can only be properly dealt with when staff have sufficient time to prepare the files for microfilm procedures. Since initiation of the program has been delayed, benefits of microfilm record storage will not be available until 1977 or later.



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Mr. M.J. Shelley,
MUNICIPAL MANAGER.

October 16, 1975.

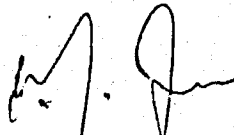
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- (2) Building maintenance has been sustained at a reasonable level with less time necessarily allocated to the preparation of specifications and drawings, and to the interpretation of client department needs. Preventive maintenance of all buildings and mechanical systems will continue to suffer unless staff is made available to reduce the maintenance/construction work load to a more suitable level.

Recommendations:

- (1) That the Clerk Typist position be filled as soon as possible after restrictions are removed in order to expedite the microfilm program within the Building Department.
- (2) That the Assistant Building Maintenance Co-Ordinator position be considered for staffing as soon as possible.

Yours truly,



M.J. Jones,
CHIEF BUILDING INSPECTOR.

FRM:lm
Enc.

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1. Clerk Typist 2 - Pay Grade 9 (1st level)
 Separated July 22, 1975 - 4:30 p.m.
 July 23/75 to August 31/75 inclusive 40 days
 Sept. 1/75 to Dec. 31/75 inclusive 122 days

Salary Savings $\frac{40}{365} \times 655 \times 12 =$ \$ 861.37
 $\frac{122}{365} \times 677 \times 12 =$ 2,715.42
 \$3,576.79

Fringe Benefit Savings 429.21

Total: \$4,006.00

2. Assistant Building Maintenance Co-Ordinator
Pay Grade 22 (top level)
 Jan. 1/75 to August 31/75 inclusive 243 days
 Sept. 1/75 to Dec. 31/75 inclusive 122 days

Salary Savings $\frac{243}{365} \times 1281 \times 12 =$ \$10,233.96
 $\frac{122}{365} \times 1325 \times 12 =$ 5,314.52
 \$15,548.48

Fringe Benefit Savings @ 12% = 1,865.82
 \$17,414.30

Transportation Allowance 12 mos. @ \$60 720.00

Total: \$18,134.30

3. Savings
Building Maintenance Co-Ordinator - Mechanical

C. Taylor - Anticipated Salary 1975
 Jan. 1 to Aug. 31 $\frac{243}{365} \times 1424 \times 12 =$ \$11,376.39
 Sept. 1 to Dec. 31 $\frac{122}{365} \times 1473 \times 12 =$ 5,908.14
 \$17,284.53

Benefits .12 x 17284.53 2,074.14
 Total: \$19,358.67

C. Taylor - Actual Salary to June 27/75
 Jan. 1 to June 26 $\frac{177}{365} \times 1424 \times 12 =$ \$ 8,286.51
 Benefits @ .12 x 8286.51 = 994.38
 \$ 9,280.89

G. Cartier
 July 29 to Aug. 31 - 34 days
 $\frac{34}{365} \times 1364 \times 12 =$ \$1,524.69
 Sept. 1 to Dec. 31
 $\frac{122}{365} \times 1411 \times 12 =$ 5,659.46
 \$7,184.15

Benefits @ .12 x 7184.15 = 862.10 8,046.25
 \$17,327.14

Savings From Building Maintenance
 Co-Ordinator (Mechanical)

Salary & Benefits \$19,358.67
 Less 17,327.14
 \$ 2,031.53

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4. Savings - Electrical Inspector I
Separated Sept. 5, 1975

Len Lester - Anticipated Salary 1975
Jan. 1 to Aug. 31 $\frac{243}{365} \times 1421 \times 12 =$ \$11,352.43

Sept. 1 - Dec. 31 $\frac{122}{365} \times 1470 \times 12 =$ 5,896.11
\$17,248.54

Benefits .12 x 17248.54 2,069.82

Total: \$19,318.36

Len Lester Actual Salary
Jan. 1 - Aug. 31 As Above \$11,352.43

Sept. 1 - Sept. 4 $\frac{4}{365} \times 1470 \times 12 =$ 193.32
\$11,545.75

Jack Muir
Sept. 15 - Dec. 31 $\frac{108}{365} \times 1345 \times 12 =$ 4,775.67
\$16,321.42

Benefits .12 x 16321.42 1,958.57

\$18,279.99

Savings: \$19,318.36

Less 18,279.99

\$ 1,038.37

Total Savings:

(1) Clerk Typist 2 - Not Replaced \$ 4,006.00

(2) Assistant Building Maintenance
Co-Ordinator - Position Cancelled 18,134.30

(3) Building Maintenance Co-Ordinator
(Mechanical) Incumbent separated
and replaced after lapse of one month
and at lower rate. 2,031.53

(4) Electrical Inspector I retired and
replaced at lower rate. 1,038.37

Total: \$25,210.20

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Department of Human Resources
 THE CORPORATION OF THE DISTRICT OF BURNABY
 6161 GILPIN STREET, BURNABY B.C., V5G 4A3 TELEPHONE 294 -7700
 C.C. MacKENZIE ADMINISTRATOR Oct. 16, 1975

Mr. M. J. Shelley
 Municipal Manager

Dear Mr. Shelley:

In response to your Administrative Memo No. 6, you raised three questions which I will attempt to answer on behalf of this Department.

1. Attached you will find a sheet indicating the net saving to Burnaby which is \$12,152. and for this small saving we have lost six positions.
2. As you know the responsibility for the services rendered in the Human Resources Department is under legislative control and there is no way in which we can cut services except in the Youth Services Division, it being a division approved at the local level. In order then to effect the necessary cuts we could not cut service but instead placed more pressure on the remaining staff. I do not feel this was a good method in that, possibly because of the added pressures, we have had two staff members go on extended sick leave due to nerves. Because of the staff cuts and added work pressure, the morale of the staff is extremely low. In fact they had, with permission, two staff meetings to discuss the problems within the Department and in reading the minutes, most of the problems stem from work pressure.

I would also remind you that during periods of high unemployment our work load increases and with the many strikes during the past summer we have had very heavy demands on our services. During the past three months we opened 1,955 new cases. This figure could very well rise during the winter months. As a result of this high activity our waiting room is constantly over crowded necessitating long waits for service. Also as a direct result of all the new applications the work load in all sections - Intake, Accounting, Clerical, Filing and Case Work is affected.

3. Recommendations:

- (a) In my provisional budget for 1976 I have included 10 new positions which I feel are essential for the operation of this Department.
- (b) At the present time I am preparing a proposal for you regarding the reorganization of our Clerical Division and should you approve my reorganization plan, it would entail the employment of an additional Clerk Typist III in our Accounting Division immediately.
- (c) I would also recommend that consideration be given for immediate employment of an additional Social Service Assistant in our Intake Division. This would eliminate pressure in our Social Assistance Division, as these Social Workers are often called on to deal with the daily overflow of new Social Assistance applicants. It would also eliminate the congestion in our waiting room and reduce the waiting time for our clients.

Yours truly,

C. C. MacKenzie
 C. C. MacKENZIE
 ADMINISTRATOR

cm/rd

Savings Effected by Staff Reductions:

<u>Position</u>	<u>Salary</u>	<u>Benefits(12%)</u>	<u>Transportation</u>	<u>Total</u>	<u>Cost Sharing Recoveries</u>	<u>Net Cost to Burnaby</u>	<u>Savings to Dec. 31/75</u>
Telephone Operator Vacant July 1/75	\$ 652. average*	\$ 78.	--	\$ 730.	50%	\$ 365.	\$ 2,190.
Clerk-Typist II Layoff Aug. 15/75 Youth Services	675. average*	81.	--	756.	75%	189.	851.
Social Worker I Layoff Aug.15/75	1,055. average*	127.	\$ 60.	1,242.	75%	311.	1,397.
Clerk-Typist II New Position unfilled June 1/75	668. average*	80.	--	748.	50%	374.	2,618.
Social Assistant Supervisor new position unfilled June 1/75	1,495. average*	179.	10.	1,684.	75%	421.	2,947.
Social Worker I Social Assistance new position unfilled June 1/75	1,044. average*	125.	60.	1,229.	75%	307.	2,149.
TOTAL	\$5,589. average*	\$670.	\$130.	\$6,389.		\$1,967.	\$12,152.

* Because of the across the board salary increase effective September 1, 1975, we have calculated a monthly salary average for the appropriate period in each position.

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T CORPORATION OF THE DISTRICT OF PUNABY

2-6-75

INTER-OFFICE COMMUNICATION

TO: Mr. M. J. Shelley

DEPARTMENT: Manager

DATE: Oct. 23, 1975

FROM: W. F. Collum

DEPARTMENT: Fire Chief

OCT 23 1975 OUR FILE #

SUBJECT: Reduction in work force.

MUNICIPALITY YOUR FILE # 2-6-75

The reduction of work force in the Fire Department was the cancelling of 1 mechanic apprentice, 4 alarm room operators, and no replacements for Capt. W. Walyer on retirement and Probationer C. Gray on release as unsuitable.

The effect on Fire Department operation has been

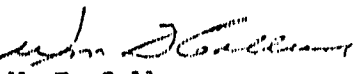
- a) In the case of mechanic apprentice - the mechanical work is continuing to fall further behind. Some jobs that must be done immediately are being jobbed out. The apprentice will also have less time to train under the expertise of Capt. Etches especially in the Fire Department specialties.
- b) The failure to hire 4 alarm room operators - the operation has continued the same with no adverse effects.
- c) Not hiring the replacements for the two men discharged (one on retirement, the other as unsuitable) has cost dollars. In the first seven months of 1975 we paid 46 shifts overtime and 45 shifts overtime in the months of August and September.

The Departmental average cost per shift, including benefits, in August and September was \$154.02, for a total of 45 x \$154.02 = \$6,930.80.

If we deduct the monthly average of 6½ shifts in August and September, the overtime was 16 shifts per month above average, at a cost of \$2,464.32 per month. To hire two replacements would have cost \$1,852.00 per month or a saving of \$612.00 a month for the first six months plus the fact these men would have worked 62 shifts while the overtime only covered 32 shifts.

My recommendation is that the two men be hired to replace Capt. Walyer and probationer Gray.

The apprentice mechanic and 4 alarm room operators be left as No.1 priority in the 1976 Budget.


 W. F. Collum
 CHIEF OF FIRE DEPARTMENT.

WFG/mc

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TI CORPORATION OF THE DISTRICT OF COLUMBIA

INTER-OFFICE COMMUNICATION

TO: MUNICIPAL MANAGER DEPARTMENT: DATE: 15 October 1975
FROM: CHIEF LICENCE INSPECTOR DEPARTMENT: OUR FILE #
SUBJECT: REDUCTION IN WORK FORCE (Administrative Memo No. 36, 1975) YOUR FILE #

In keeping with Council's decision of 7 July 1975, the staff complement of the Licence Department was reduced by the position of a Clerk-Typist 2. The savings effected by this reduction amount to \$3,645.

No services have been eliminated by this office. The loss of one-third of the clerical staff has effected the following:

- Clerical functions are continually bordering on an overload situation;
- There is a backlog of unprocessed licence applications;
- File information is not readily available at all times;
- Inspectional duties involving collection of fees, investigation of complaints, and enforcement action are hampered by the lack of up-to-date information;
- Response to counter and telephone enquiries is often delayed, particularly during lunch hour or break periods;
- Inspectional staff are required to perform clerical duties with the result that inspectional duties are impeded;
- Recovered bicycles are receiving less than the attention necessary to identify the rightful owner;
- The use of part-time staff for the peak renewal period will increase from 10 weeks in 1975 to 18 weeks in 1976;
- Holiday relief for clerical staff will be required for 6 weeks in 1976;
- Stenographic services must now be performed by the Treasurer's staff.

With respect to future operations with the present staff complement, the methods of streamlining certain clerical functions and procedures for processing licence applications are being examined. This will serve to alleviate some of the clerical overload and permit the inspectional staff to function within their area of operations.

Currently, there is a proposal to incorporate the collection of business tax with property tax. The implementation of this project is estimated to be two years in the future. This would relieve the Licence Department of a substantial volume of clerical duties.

In the limited time since the staff reduction was implemented, the Department has been involved in internal staff changes and introduction of a new staff member. Also, we have been at the low point of our work cycle. This has caused difficulty in assessing the effects of staff reduction.

In view of these factors, it is recommended that:

1. The Licence Department continue with the present staff complement, augmented by part-time staff for peak periods, and holiday relief for clerical staff; and
2. The Licence Department regular staff complement and use of part-time staff be reviewed in one year.


P. Kenzle
CHIEF LICENCE INSPECTOR

PK:sw

cc: Municipal Treasurer

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THE CORPORATION OF THE DISTRICT OF BURNABY

INTER-OFFICE COMMUNICATION

TO: Municipal Manager

DEPARTMENT: Manager

RECEIVED

October 27, 1975

FROM: Medical Health Officer

DEPARTMENT: Burnaby Health

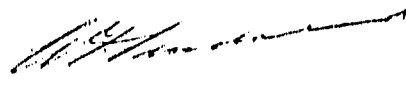
OCT 27 1975 OUR FILE #

SUBJECT: RE: Administration Memo #36 1975
 Reduction in Work Force

YOUR FILE #
 MUNICIPAL MANAGER'S
 OFFICE

In reply to your memo of July 22, re the above, the reduction in the Work Force for this Department, has resulted in the following:

1. A saving of \$24,552.00
2. A. The deletion of a Clerk Typist II from September 1 has resulted in an increase of pressure on the present staff. Some reports had to be prepared by professional staff which could have been done by Clerical.
- B. The deletion of the Community Care Nurse has resulted in Miss Ryan carrying an extremely heavy load in this field. I may have to consider a different approach in this connection.
- C. The postponement of dates for engaging Nutritionist full time and Speech Therapist meant a delay in the initiation of these programmes on a full time basis.
- D. The deletion of the Registered Nurse for evening clinics presented no problem as the present nurse is still available.
- E. The Volunteer Coordinator position has yet to be finalized.
- F. The deletion of the replacement of a Public Health Inspector I has resulted in the following:
 The Division of Environmental Health has only been able to keep abreast of current work, eg. complaints office records, and district routine inspections. It has fallen behind in matters such as public relations, community and environmental health problems, eg. noise, industrial surveys and in-service training of staff. There has been no time for perusal and suggestions for updating of by-laws and other matters of importance to Public Health.
3. My specific recommendations as to the future are as follows:
 1. In regard to 2 - F, I recommend that a replacement of a Public Health Inspector I should be effective as of January 1st, 1976. This is essential in order for this Division to maintain and develop a proper program of Environmental Health.
 2. In reference to the Clerk Typist II, this position has been included in the Budget for 1976 as of June 1st.
 3. The proposed take over of the V. O. N. by the Health Department next July may make a difference re Community Care Facilities.


 W. F. Sunderland, M.D., D. P. H.
 MEDICAL HEALTH OFFICER

ITEM 16
MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

THE CORPORATION OF THE DISTRICT OF BURLINGTON BY

INTER-OFFICE COMMUNICATION

TO: Municipal Manager

DEPARTMENT: **RECEIVED**

DATE: Oct. 20, 1975

FROM: Purchasing Agent

DEPARTMENT: 00 2 1975

OUR FILE #

SUBJECT: Reduction in Work Force

MUNICIPAL MANAGER'S
OFFICE

YOUR FILE # 2-6-75

In accordance with Council's instruction, the work force in the Purchasing Division was reduced as follows:

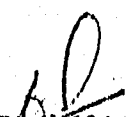
- (a) Purchasing Department - part-time and holiday replacements eliminated effective June 30, 1975.
- (b) Effective July 4, 1975 Partsman I employed under Provincial Government assistance program eliminated.

The savings for these adjustments was offset because two employees were successful in having their positions reclassified.

In addition staff reductions in the General Stores created a surplus of \$11,333.00 in the salaries account and \$2,961.00 in the Fuel Truck Operation Budget.

In my opinion, the efficiency of the Printshop and Stores Division has not been impaired enough to warrant a request for replacements or additional help during 1976.

The Purchasing Division has been very busy for the past ten months, no doubt the alterations to the building and grounds have been responsible for this. Should we continue to build or renovate buildings, additional assistance may be required in the near future.


K.F. Williams
PURCHASING AGENT

INTER-OFFICE COMMUNICATIONS

TO: MUNICIPAL MANAGER

DEPARTMENT:

DATE: 27 October 1975

FROM: MUNICIPAL TREASURER

DEPARTMENT:

OCT 28 1975

OUR FILE # S66-2
Cc: P18-2

SUBJECT: REDUCTION IN WORK FORCE
(Administrative Memo #36, 1975)

MUNICIPAL MANAGER'S
OFFICE

YOUR FILE #2-6-75

RECEIVED

The following is the information you requested in your memo.

1. The amount of the actual saving involved.

Salary			
Mail Clerk	Effective 11 July 1975	\$	3,235
Water Rates Clerk	Effective 1 November 1975		2,210
Benefits			650
			<u>6,095</u>
Deduct:	part-time help required to perform filing duties formerly done by Mail Clerk, approx.		700
		\$	<u>5,395</u>

2. The effect of the cut in services rendered.

The full effect of the cut will not be felt until 1 November when the Water Rates Clerk retires. It is anticipated that this staff reduction will cause a slowdown in service provided to the public, i.e. telephone and counter. It had been our intention not to fill the position when the present incumbent retired, to see if we could live with the situation. In preparation therefor, the billing routines performed by the Water Rates Clerk were mechanized, and arrangements made to transfer some of the other duties relating to water turn-offs and turn-ons to the Engineering Department. The most serious impact will be felt during periods when staff members are absent because of illness or vacation.

Separation of the Mail Clerk was not too seriously felt by Treasury because of the service which that employee provided to all Municipal departments. The position was originally created to provide a runner service for mail and emergency delivery service. We have endeavoured to maintain an internal mail runner service by cutting that service by one-third, i.e. two runs a day instead of three. This reduction accordingly slows down mail service throughout the organization. Emergency runner service was completely curtailed. The effect of this is that higher priced help in other departments are making deliveries, or the delivery is not made at all. In order to maintain the two mail runs it was necessary to cut other work performed by the remaining Mail Clerk and use other Treasury staff members to assist with the mail process. This was achieved by a reduction in internal audit routines, and filing in Payroll and Accounting. When the filing builds up, part-time help is brought in to bring it up to date.

The cut in services, which was combined with a complete curtailment of overtime and hiring for a period of time pending the final decision on cuts, had its most serious effect in the Accounting division. The death of the Municipal Accountant, Mr. Watkinson, coupled with two other resignations in the Accounting division, together with the fact that all remaining Accounting Clerks have approximately only one year's service in their present positions, has had a serious demoralizing effect on the staff members. The stress and pressure are recognizable; work is being left undone; frustrations are apparent.

3. Recommendations.

1. That the reduction of the position of Mail Clerk continue.
2. That reduction of the Water Rates Clerk position be treated as an experiment until the full impact of the reduction is known. Emergency situations to be covered by using part-time staff.

In order to overcome the situation in the Accounting division, provision has been made in the 1976 provisional budget for additional staff.

ITEM 16
 MANAGER'S REPORT NO. 77
 COUNCIL MEETING Dec. 1/75

R. M. K.
MUNICIPAL MANAGER

ITEM 16
 MANAGER'S REPORT NO. 77
 COUNCIL MEETING Dec. 1/75

THE CORPORATION OF THE DISTRICT OF BURLINGTON

INTER-OFFICE COMMUNICATION

TO: MUNICIPAL MANAGER DEPARTMENT:
 FROM: DIRECTOR OF PLANNING DEPARTMENT:
 SUBJECT: ADMINISTRATIVE MEMO #36, 1975
REDUCTION IN WORK FORCE

RECEIVED

DATE: OCT. 31/75

OCT. 31 1975
 MUNICIPAL MANAGER'S
 OFFICE

Reference the following recommendation adopted by Council at its meeting of July 7, 1975:-

"That a report be available at Budget Recast time to show the savings effected and how close the Corporation is to reaching the established goal."

This Department has carried out the instructions contained in the Manager's Report of July 7, 1975 namely:

1. 1975 Approved Budget for:	
Summer Students	\$ 6,900.00
Actual Expenditure	<u>\$ 5,145.00</u>
Saving	\$ 1,755.00
2. 1975 Approved Budget for :	
Employment of 1 Clerk II	\$ 3,383.00
Actual Expenditure	<u>nil</u>
Saving	\$ 3,383.00
3. 1975 Approved Budget for:	
1 Planning Assistant III	\$15,040.00
Actual Expenditure	<u>\$12,666.00</u>
Saving	\$ 2,374.00
	<u>TOTAL SAVING</u>
	<u>\$ 7,512.00</u>

Note that the above figures include the 12% allowance for employee benefits.

We have therefore, in the 1976 Provisional Budget made provision for filling the established Planning Assistant III position; for filling the approved Clerk II position, and for our normal item of taking on two planning students during the summer months.

A. L. Parr
 A. L. Parr,
 DIRECTOR OF PLANNING.

ALP:cm
 Attach.

ITEM	16
MANAGER'S REPORT NO.	77
COUNCIL MEETING	Dec. 1/75

THE CORPORATION OF THE DISTRICT OF BRANTFORD

INTER-OFFICE COMMUNICATION

TO: MUNICIPAL MANAGER

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

DATE: October 20, 1975

FROM: ADMINISTRATOR

DEPARTMENT: PARKS AND RECREATION

OUR FILE # M2 & Layoff

SUBJECT: REDUCTION IN WORK FORCE

YOUR FILE #

MUNICIPAL MANAGER'S
OFFICE

In summary all seventeen staff members (equivalent to twelve permanent positions) committed to lay-off by the Parks and Recreation Department were separated as planned. Three of the lay-offs created sufficient problem that they were re-hired later in 1975. Ten of the lay-offs, including the above three, have been submitted to be placed back in the 1976 budget.

	<u>Laid Off 1975</u>	<u>Re-hired in 1975</u>	<u>Recommended Re-hire 1976</u>
3 P.T. Instructor Lifeguards	X		X
1 Perm. Pool Janitor	X		X
1 Ice Patrolman	X		X
1 Stage Manager	X		X
1 Child Arts Specialist	X		X
1 F.T. Recreation Centre Leader	X		X
2 P.T. Recreation Centre Leaders	X		
1 Perm. Janitor	X		
3 P.T. Park Attendants	X	X	X
3 Perm. Labours	X		

AQUATICS

Achieved Budget Cut 3 P.T. Instructors/Lifeguards and 1 perm. Pool Janitor cut.

Results of Cuts Allowed fewer people in pools, and had 2 instead of 3 on duty. At Deer Lake, as there is no way to turn people away from the public beach, used people from indoor pools. Put back in 1976.

Janitor service - used janitors from other areas during week and aquatics staff contributed to cleaning. Not put back in 1976 budget.

When budgeting for aquatics, the figure can vary from a maximum to a minimum which reflects the best possible and worst possible weather conditions. Three P.T. Instructor/Lifeguards have been replaced in the budget based on the normal best possible situation which is usually submitted with the first draft of the Provisional Budget.

RINKS

Achieved Budget Cut 1 Ice Patrolman

Results of Cut Lack of supervision on ice resulted in several complaints. Put back in 1976 budget.

FINE ARTS

Achieved Budget Cut Two P.T. year-round technicians. Stage Manager and Child Art Specialist positions were cut.

Results of cuts

The Stage Manager cut required that this service be contracted out at various times.

Child Art Specialist cut meant that all of Burnaby could not be covered and so service to communities less. Staff members tried to cover where possible. Creates problems of lack of liaison between Burnaby and schools. Also, creates problems between fine arts and recreational programmes in schools.

Both positions put back in 1976 budget.

The reasons for returning the positions to the 1976 Budget are to replace a very highly desirable service to the user public.

CENTRES & PLAYGROUNDS

Achieved Budget Cut

One F.T. and 2 P.T. Recreation Centre Leaders.

Results of Cuts

Twenty-four P.T. new instructors hired because 2 P.T. Recreation Centre Leaders let go. Overtime required for supervision of P.T. Instructors.

Two P.T. positions not put back in 1976 budget; 1 Perm. put back.

The permanent position was a new budget position in 1975 that was not proceeded with. Staff are recommending this expansion for 1976. It should be noted that the net result of releasing the two P.T. Recreation Centre Leaders was to compensate by spending additional funds in another part of the budget which could have been surplus at the end of the year. This refers to the 24 instructors who are charged directly into a programme account, where the Recreation Centre Leaders are charged into a staff account.

PARKS BUILDINGS

Achieved Budget Cuts

One Perm. Janitor, 3 P.T. Park Attendants

Results of Cuts

Heavier damage and cleaning up problems. Three P.T. Park Attendants re-hired in 1975 and put back in 1976 budget.

It should be noted that the 1975 complement of Permanent Labours has been understaffed by three since the middle of the year when staff cuts took place. These vacancies have balanced the necessity to re-hire the Park Attendants. It is not intended that this understaffing of the labour force be permanent.

PARKS GROUNDS

Achieved Cuts

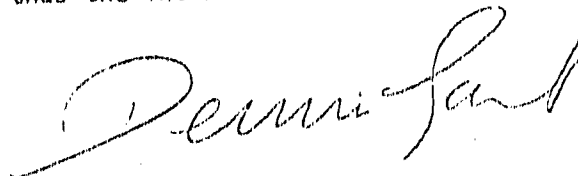
Three Perm. Labourers.

Results of Cuts

Maintenance has declined. Three positions not put back in 1976.

CONCLUSION:

Although adjustments have had to be made in the lay-off commitments made, it should be noted that the Parks and Recreation Budget has been re-cast to produce a slight surplus. This means that the staff cuts requested by Council, which were reflected in the fact that Council provided less money than the Union raise called for, have been absorbed by the budget and thus the intent of Council's request has been met.



DENNIS GAUNT

DG:mh

ITEM 16
MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

2-6-75

THE CORPORATION OF THE DISTRICT OF BURBANK

TO: Personnel Director
FROM: Municipal Engineer
SUBJECT: RECENT LAYOFFS

INTER-OFFICE COMMUNICATION
DEPARTMENT: **RECEIVED**
DEPARTMENT: AUG 1 1975
MUNICIPAL MANAGER'S OFFICE

DATE: 8 August, 1975
OUR FILE #
YOUR FILE #

In summary, twelve persons were laid off or separated and not replaced, one person was separated from Engineering to Parks, and one person was reduced from Foreman to Labourer but remains with the Department. This results in a net overall reduction of people who actually left the employ of the Department of thirteen.

The following list is of permanent or probationary people who left after 25 May and have not been replaced. The list may not be complete, and does not include people who left between January and 25 May, none of whom were replaced; the Engineering Department put into immediate effect in January the policy of not replacing people as soon as the Budget "crunch" became obvious.

- | | |
|-------------|------------------|
| D. Hoare | E.C. Gibbs |
| M. Dunne | E.C. Logan |
| R. Gauthier | J.A. Chippendale |
| D.W. Baird | |

From the above, it is obvious that the Engineering Department has done much more in bringing about reductions in the work force than was strictly required of it by virtue of the direction of Council. As a matter of fact, very close control has been exercised by the Department for a considerable number of years in order to control possible unjustified growth; it is basically a question of maintaining constant vigilance and being aware of actual organizational needs.

E.E. Olson
MUNICIPAL ENGINEER

GCM:KFO:cmg
c.c. (✓)Municipal Manager
()Municipal Treasurer

2-6-75

THE CORPORATION OF THE DISTRICT OF BURBANK

TO: Municipal Manager
FROM: Municipal Engineer
SUBJECT: REDUCTION IN WORK FORCE
(Reference your Administrative Memo #36, 1975,
dated 22 July, 1975)

INTER-OFFICE COMMUNICATION
DEPARTMENT: **RECEIVED**
DEPARTMENT: NOV 1 1975
MUNICIPAL MANAGER'S OFFICE

DATE: 6 November/75
OUR FILE #
YOUR FILE #

This is to advise you that the Engineering Department has, through critical examination of techniques and work load, been able to declare redundant the position of Contracts Clerk in the Contracts Division of the Engineering Department. The above mentioned position was last filled by Mrs. E. Blashill.

The position had been fully allowed for in the budget and it was our intention to replace Mrs. Blashill until our critical examination of recent data.

E.E. Olson
MUNICIPAL ENGINEER

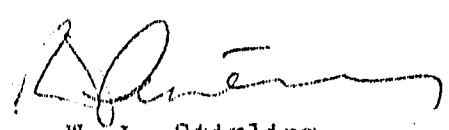
ITEM 16
MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

2-6-75

TITLE: CORPORATION OF THE DISTRICT OF BARRY
INTER-OFFICE COMMUNICATION

TO: Manager DEPARTMENT: DATE: Oct. 23/75
FROM: Solicitor DEPARTMENT: OUR FILE #
SUBJECT: Administrative Memo #36/75 MUNICIPAL MANAGER'S OFFICE YOUR FILE #
Reduction in Work Force

1. The amount of actual saving is the salary of the solicitor whose services were terminated. This saving to the end of 1975 is \$10,127.00, and includes fringe benefits.
2. The effect of his departure has been primarily a delay in completing real property transactions since Mr. Austin of the Lands Department (and this is no criticism of him) cannot give the same service as a solicitor within the Department. The office staff too has been required to perform what might be termed para-legal duties without the same scrutiny that was possible with three solicitors in the office.
3. There should be a re-assessment of the situation in another six months, particularly if it is decided that by-law prosecutions should be a function of this office.


W. L. Stirling
MUNICIPAL SOLICITOR

WLS/pmm

ITEM 16
MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

TO: MUNICIPAL MANAGER
FROM: MUNICIPAL CLERK
SUBJECT: REDUCTION IN WORK FORCE

DATE: NOVEMBER 28, 1975
YOUR FILE: 2-6-75
OUR FILE: 13-1(a)

With reference to your Administrative Memo #36, 1975 dated July 22, 1975 in reference to the above noted subject and the directions contained therein we would advise as follows:

1. The Amount of the Actual Saving Involved

Out of a total complement of eleven staff members one Clerk Typist 2 was released on July 15, 1975 and one Telephone Operator-Receptionist was released on September 19, 1975. This has resulted in a salary saving for these two positions for the balance of 1975 of some \$6,100.00. To be deducted from that saving would be the extra costs occasioned by the need to employ additional staff in connection with the preparation of the List of Electors and the holding of the Annual Election to carry out assignments previously looked after by regular staff members. This cost would amount to approximately \$1,500.00 leaving a net salary saving of \$4,600.00.

2. The effect, as you have seen it of the cut in Services Rendered by Your Department.

The release of one Clerk Typist 2 on July 15, 1975 meant that staff members in more senior positions with higher pay grades had to carry out duties normally and previously looked after by the most junior position in the Department. During times of vacation and illness of staff members it has not always been possible to provide a near adequate counter and telephone service to the public.

Prior to the release of the Clerk Typist 2 the Clerk's Department provided daily lunch hour and rest period backups to the Mayor's Office by manning the desk normally occupied by the Mayor's Secretary.

This meant that the Mayor's Office was staff manned during all normal business hours - a most desirable situation for a large municipal operation. We now provide a counter and telephone answering service to the Mayor's Office from within the Clerk's Department during the daily lunch hour and rest periods.

Prior to the completion of construction of the Information Centre in the Municipal Hall Lobby the two Telephone Operator-Receptionist came under the jurisdiction of the Purchasing Agent. Once the Centre was completed this staff then became members of the Clerk's Department. One member of the Information Centre staff was released on September 19, 1975 as it became evident that with the transition to a Centrex Telephone System two fulltime Operators would not be required. Providing lunch hour and rest period backups to the one remaining Operator for one hour and twenty minutes each day has now meant a further reduction in the work force available within the Clerk's Department to provide proper counter, telephone, typing and clerical services.

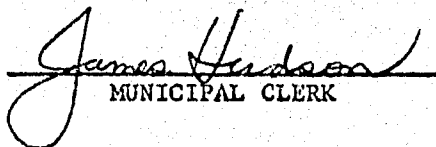
ITEM 16
MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

This year during the course of preparations leading up to completion of the List of Electors and the holding of the Annual Election it was not possible for regular staff members to carry out assignments relating to these functions by deadline dates with the result being that extra part-time staff had to be employed and trained.

3. Your specific recommendation as to the future with respect to the services that have been cut.

The Clerk's Department is possibly rather unique amongst Municipal Departments in that other Departments when confronted with a staff reduction can then cutback on services provided or reduce or eliminate a program. When we lose two staff members out of a total complement of eleven we cannot say we are going to reduce all items going to Council via the agenda by 2/11^{ths}. All items of correspondence, delegations, by-laws, etc. must still be listed in full on the agenda and then processed accordingly following the meeting.

We feel that to alleviate the situations enumerated in this report relating to the employment of part time staff, Telephone Operator-Receptionist backup, senior staff members carrying out junior assignments, Mayor's Office backup, at times inadequate telephone and counter service, the employment of a Clerk-Typist 2 during 1976 must receive a good priority.


MUNICIPAL CLERK

ITEM 16 MANAGER'S REPORT NO. 77 COUNCIL MEETING Dec. 1/75

INTER-OFFICE COMMUNICATION

TO: Municipal Manager

DEPARTMENT:

DATE: Oct. 23/75

FROM: E. W. Grist

DEPARTMENT: Land Agent

OUR FILE #

SUBJECT: REDUCTION IN WORK FORCE

YOUR FILE #

MUNICIPAL MANAGER

With reference to your memo #36, 1975, dated July 22nd, I would advise that in addition to the anticipated saving involved through the illness of Mr. C. Drayton, a further amount has occurred as a result of an accident to Mrs. I. Mildenhall. The approximate amount of saving on department salaries will be \$7,500* to the end of 1975, together with a resulting decrease in the cost of employee benefits proportionate to the amount of the saving.

The effect of the cut in services has resulted in difficult working conditions, which is further aggravated by the shortage of staff owing to illness and accident, and additional work load. For example, Land Registry Office work necessitates the expenditure of a good deal of Mr. R. Austin's time. Consequently, some of his former duties must be distributed among the remaining staff in an effort to keep the operation current. While we have not fallen behind too badly as a result of the change, it has been necessary to defer services of various kinds, and schedule them as time permits. This part of the operation is delicate, and I can foresee, with any increase in volume of work, that complications can arise, and undoubtedly will, as a result of overload.

I would also point out that there is a side effect to the cut in services which is reflected very deeply in staff morale, and it is my opinion that in my years of service the morale of the staff has never been in worse condition.

It will be possible to carry on as we are at present, but it must be recognized that the volume of work and service to the public, and the reports necessary for departmental operation will require more time than they did in the past.

E. W. Grist
E. W. Grist
Land Agent

EWG/mj

cc: Mayor T. Constable

* This amount is not attributable to the motion of council to reduce the work force and is therefore not included in the actual saving amount (\$333,774) that is shown on page 144.

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MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

THE CORPORATION OF THE DISTRICT OF BURNABY

INTER-OFFICE COMMUNICATION

RECEIVED

TO: MUNICIPAL MANAGER

DEPARTMENT:

DATE: 9 Oct 1975

FROM: Chief Librarian

DEPARTMENT:

OCT 10 1975

OUR FILE #

SUBJECT: REDUCTION IN WORK FORCE

MUNICIPAL MANAGER'S
OFFICE

YOUR FILE # 2-6-75

Concerning your Administrative Memo #46 relating to reduction in the work force in Burnaby Public Library, I can report that the Library Board has reduced its services in accordance with the recommendations approved by the Library Board at its meeting on 7 July 1975. (see the attachment submitted to you at that time)

The amount saved in 1975 will be equivalent to \$29,125 plus an additional \$2,154 savings, total: \$31,279.

Your memo item #1

As a result of these reductions in the work force the Library Board's Recast Budget has remained within the limits of the 1975 Annual Budget with particular respect to salaries that were contained within the 15% maximum as instructed by Municipal Council:

Salaries, according to 1975 Annual Budget, total	\$908,216
Salaries, according to 1975 Recast Budget, total	<u>906,062</u>
A total saving of	<u>\$ 2,154</u>

NB - Employee benefits included in above totals

Note: The Library Board's Recast Budget total shows a deficit of \$7,141 over the total 1975 Annual Budget. However, this overrun is a result of two factors.

- 1) The amount of \$5,000 was not budgeted for expenses involved in a field trip made by the Library Board. (This overrun was verbally agreed to by the Municipal Manager.)
- 2) The amount of \$3,000 was not included in the budget as a result of the library's involvement in the WIG 75 programme. (This amount is however balanced by a credit entry in library revenue.)

Your memo item #2

The effect of these cuts in the work force is as follows:

Mobile Library

Continued inability to provide library service to taxpayers in certain areas of Burnaby isolated from branch services.

Central Park Branch Library

The major effect of the work force reduction of 14 hours per week of Librarian I time at Central Park Branch Library has caused the branch librarian to work on a voluntary unpaid overtime basis in order to meet the demands made on her as Head of Children's Services (a post that is combined with that of branch librarian at Central Park). This is a

ITEM 16
MANAGER'S REPORT NO. 77
COUNCIL MEETING Dec. 1/75

- 2 -

serious matter that will have to be dealt with unless Burnaby's service to children becomes damaged.

The reduction of page hours has resulted in books not shelved, and books on the shelves not kept in order, inaccessible to readers, resulting in reader dissatisfaction and a general diminution of library efficiency.

The deferring of the appointment of a Library Clerk I will continue this as the circulation at this branch library will inevitably increase during the coming winter months.

Crest Neighbourhood Centre

The reduction of opening hours at Crest has caused no noticeable reader response. The circulation in this small neighbourhood centre has, in fact, increased during the period of shorter hours. There is no evidence of a causal relationship however, and the decision to reduce hours was already under consideration before Council's order.

McGill and Kingsway Branch Libraries

The reduction in staff hours at these branches has curtailed the amount of time available to readers and lessened in the quality of service provided.

Technical Services

The loss of the Library Clerk I has resulted in a general slow-down in the movement of books and other materials to the public departments.

In addition to the effects noted above, certain other effects have been noticed:

- a) Grievance procedures have been entered into by staff members on two occasions subsequent to work force reductions being imposed. One was in direct consequence to the layoff, the other was indirectly caused by it. No grievances had been previously recorded within the library. This has caused a diminishing of morale and an attitude of confrontation between union and management that can be of no foreseeable benefit to Burnaby Public Library or to its services to the taxpayer.
- b) The reduction of the work force in other municipal departments has exacerbated the situation within the library. Examples
 - i) It now takes longer for printing jobs to be carried out. As a result of this the library has found it necessary to rent a photocopier with larger capacity in order to produce its own booklists, etc. This will lead to increased labour costs within the library.
 - ii) A reduction of staff in the mail room has transferred the problem to the library.
 - iii) A reduction in the existing staff complement at Kingsway Branch Library anticipated in summer 1975 as a result of increasing effectiveness of that department by redesigning the checkout counter installation has been delayed because reductions in the work force in other municipal departments has not permitted the work to be carried out.

More intangible results of the staff cuts stem from the sensation of diminished administrative control. This, in turn, causes a lessening of morale at the department head level: what purpose is there in attempting to develop a systematic approach to management by objectives when arbitrary decisions can be imposed?

Your memo item #3

On the positive side, the imposition of work force reductions can be regarded as a challenge. Effectiveness can, and should, be increased but the responsibility and authority for this should remain in the hands of the department head. My own recommendations for the immediate future concerning the cuts in service are detailed in the 1976 Provisional Budget and outlined below.

Technical Services

Although there is no increase in the 1976 salary budget for technical services and, in fact, staff cuts may be possible before the end of the year despite an increase in the workload anticipated as a result of a larger number of items being purchased during the year, this can only be achieved through a systematic approach to the problems of cataloguing that will inevitably cost money in the first instance. This has been allowed for under item 23-02-50. However, the funding for this is coming from the Greater Vancouver Library Federation.

Kingsway Branch Library

Salaries will be reduced as a result of the new counter installation mentioned above coupled with a reduction in circulation as a result of the Central Park Branch Library. Possible savings anticipated in 1976 is \$12,926.

McGill Branch Library

It is anticipated replacing the six hours weekly of Librarian I time for the second six months of 1976 at a cost of \$1,342.

Crest Neighbourhood Centre

Will see no change.

Central Park Branch Library

The two staff members laid off will be replaced from June 1976 at a cost of \$7,858 of which \$3,132 will be paid for from the Greater Vancouver Library Federation funds.

Mobile Library

It is anticipated that the mobile library or bookbus will become operational during 1976 at a cost of \$25,855 of which \$12,927 will be transferred from Greater Vancouver Library Federation funds.

Note

Reference to the original work force reductions made in 1975 show that there will be a net reduction in 1976 in the following areas:

	<u>Estimated Salary Savings</u>
<u>Central Park Branch Library</u>	
The deferment of the Library Clerk I from January-May	\$ 3,475
The continued deferment of 8 hrs weekly page time	1,563
<u>Crest Neighbourhood Centre</u>	
The continued deferment of 20 hrs weekly Library Clerk I	4,688

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 MANAGER'S REPORT NO. 77
 COUNCIL MEETING Dec. 1/75

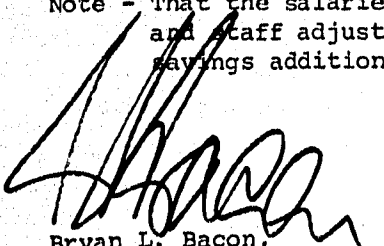
- 4 -

	<u>Estimated Salary Savings</u>
<u>McGill Branch Library</u>	
The continued deferment of 8 hrs weekly page time	\$ 1,563
<u>Kingsway Branch Library</u>	
The continued deferment of 5 hrs weekly Librarian I	1,942
The continued deferment of 24 hrs weekly page time	4,689
<u>Technical Services</u>	
The continued deferment of Library Clerk I	<u>8,200</u>
1976 total estimated salary savings compared with pre May 1975 staff complement	<u>\$26,120</u>

(It should be noted that certain staff additions are proposed elsewhere in 1976 Provisional Budget that will reduce this total.)

On checking the number of people employed at present in the library, I find that there are four employees additional to those noted at the time of the previous report. These are Library Monitors employed in a temporary capacity for a combined total of 50 hours weekly. These employees are accounted for in the salaries budget. It is my intention to make adjustments as soon as possible so that these employees are either laid off or other employees laid off in their place.

Note - That the salaries for the monitors are included in the Recast Budget and staff adjustments in this area will result in appropriate budget savings additional to those noted above.


 Bryan L. Bacon,
 Chief Librarian.

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