



# Staff Report

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## Administration

**Report To:** Special Committee of the Whole Meeting  
**Meeting Date:** November 8, 2017  
**Report Number:** FAF.17.137  
**Subject:** Chief Administrative Officer Recruitment  
**Prepared by:** Shawn Everitt, Director of Community Services/Acting CAO

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### A. Recommendations

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THAT Council receive Staff Report FAF.17.137, entitled "Chief Administrative Officer Recruitment";

AND THAT Council direct staff to move forward with the recruitment of a new Chief Administrative Officer using Option \_\_ as the authorized process.

### B. Overview

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The purpose of this report is to provide Council with an overview of options to consider for the hiring of a new Chief Administrative Officer (CAO) for the Town of The Blue Mountains.

All options requiring the use of Recruitment Firms have been reviewed with the Financial Services Team to ensure adherence to the Town's Purchasing Policy and Procedures.

### C. Background

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Staff by, way of this report, have provided options to consider for the hiring of a new CAO including associated timelines for each of the options.

The potential for a "Lame Duck" Council situation occurring July 28, 2018 is also an important factor to note for the purposes of hiring a new CAO. Staff believe that all options provide adequate time to complete the recruitment process and time for a new CAO to be in place prior to the date in the case "Lame Duck" Council is established. As Council is aware, "Lame Duck" essentially limits the decision-making ability of Council and the selection of a new CAO would not be permitted during this situation.

This report has been reviewed and supported by the Town's Senior Management Team (SMT).

## **D. Analysis**

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The selection of a new CAO is one of the most important decisions Council can consider and staff believe that the process in the recruitment of a new CAO is critical. The CAO is the sole employee of Council and the hiring of that individual is a decision of Council.

In Options 1 & 3, Staff recommend that Council authorize a subcommittee comprised of three members of Council and two members of Senior Staff to provide input in the development of an RFP, evaluation of the RFP submissions and the selection of a preferred Recruitment Firm to provide recruitment services for selecting the new CAO.

Staff recommend that, in order to avoid quorum of Council, the subcommittee be limited to three members of Council. The subcommittee would report directly to Council on the recommended selection of the preferred Recruitment Firm through a staff report drafted by the Acting CAO and Manager of Human Resources (HR), with Council providing the approval of the successful Recruitment Firm in a Public Session of Council.

Recruitment of a new CAO can be achieved through a number of methods. For the purpose of this report Staff have identified three options for Council to consider:

### **Option 1**

A RFP process would be completed to consider the selection of a strong Recruitment Firm. In order to adhere to the Town's Purchasing Policy and Procedures, the subcommittee would score and select the successful Recruitment Firm.

Council would engage a Recruitment Firm to complete a recruitment process that would include the following tasks;

- Interview each member of Council individually to determine key characteristics, leadership style and traits important to them in a new CAO;
- Interview SMT and other key staff to determine the characteristics, leadership style and existing management structure;
- Interview stakeholder group representatives to understand the desired CAO qualities and style;
- Review and make recommendations regarding revisions to the existing CAO Job Description;
- Complete the recruitment process and be the lead in the interview and selection process of a new CAO.

### **Timeline for Option 1**

- Drafting the RFP: approximately one week
- Posting the RFP: requires two weeks
- Evaluation of RFP: one week
- Selection, notification and touching base with successful candidate: one week

- Meetings with Council, Senior Staff and Stakeholders to draft job description and posting and seek Council approval: one month
- Posting and Search Phase: six weeks
- Meeting with Council to review candidates and select a short list: one week
- Scheduling and performing interviews with short listed candidates: three weeks
- Review of interviews and selection/scheduling candidates for second round interview: three weeks
- Review of second round interviews, selection of preferred candidate and offer to candidate (legal review of offer letter): two weeks
- Acceptance of offer letter and notice to current employer: four – six weeks
- New CAO begins
- **Completion of recruitment in six months**

### Option 1 Considerations

- Process will be driven by a professional Recruitment Firm that will perform the information gathering to determine the preferred and desired candidate qualities
- Having a third party provide the recruitment service means that the Recruitment Firm can dig deeper on a larger scale for candidates and they start with a database of candidates they have worked with in past searches
- The Recruitment Firm helps in “selling” the municipality to candidates
- Time management throughout the process will provide efficient use of Council, Staff and stakeholder time and commitment to the process
- Discounts on advertisements are available through the Recruitment Firm
- Cost of the process is more than the costs associated with Options 2 & 3
- Additional time is required to complete the RFP and selection process

### Option 2

Council would complete the recruitment process through a typical HR driven Internal/External advertisement process. This requires the creation of a hiring committee made up of three members of Council that will interview the first round of selected candidates. Staff recommend that the final round of interviews be completed by the full membership of Council.

### Timeline for Option 2

- Meetings with Council, Senior Staff and Stakeholders to draft job description and posting and seek Council approval: one month
- Posting and Search Phase: six weeks
- Meeting with Council to review candidates and select a short list: one week
- Scheduling and performing interviews with short listed candidates: three weeks
- Review of interviews and selection/scheduling of candidates for second round interview: three weeks
- Review of second round interviews, selection of preferred candidate and offer to candidate (legal review of offer letter): two weeks

- Acceptance of offer letter and notice to current employer: four – six weeks
- New CAO begins
- **Completion of recruitment in five months**

### Option 2 Considerations

- Cost of the process is less than the costs associated with Options 1 & 3
- Significant Council and Staff time would be required to complete the process
- Concern with identifying specific candidates who offer the desired qualities
- Potential conflict of interest with internal candidates being managed by the HR department receiving resumes
- Passive recruitment search versus active search with a third party firm that can reach in to other organizations and prompt candidates to apply

### Option 3

This option is a hybrid of both Options 1 & 2.

Council would complete the recruitment process through a typical HR driven Internal/External advertisement process using a third party consultant. Quotes will need to be obtained to select the third party consultant and this process will require a subcommittee of SMT to review the quotes received.

This option would require the creation a hiring committee comprised of three members of Council along with the third party consultant to provide support and guidance while interviewing the first round of candidates. Final round of interviews would be completed by the full membership of Council together with the third party consultant.

### Timeline for Option 3

- Research Consultants that can assist with recruitment: approximately one week
- Reach out to consultants for quotes: requires two weeks for response
- Evaluation of Quotes: one week
- Selection, Notification and Touching base with Successful candidate: one week
- Meetings with Council and Senior Staff/Stakeholders to draft Job Description and Posting and Seek Council approval: one month
- Posting and Search Phase: six weeks
- Meeting with Council to Review Candidates and Select a Short List: one week
- Scheduling of and interviews with short listed candidates: three weeks
- Review of Interviews and Selection/Scheduling of Candidates for Second Round Interview: three weeks
- Review of Second Round Interviews, Selection of Preferred Candidate and Offer to Candidate (legal review of offer letter): two weeks
- Acceptance of Offer Letter and Notice to Current Employer: four – six weeks
- New CAO begins
- **Completion of recruitment in five and a half months**

### Option 3 Considerations

- Cost of the process is less than the costs associated with Option 1
- Cost of the process is more than the costs associated with Option 2, however this option requires a large amount of time for HR to manage the process
- Having the benefit of a consultant to provide some facilitation and recruitment throughout the process
- Time management through the process will provide efficient use of Council, Staff and Stakeholder time and commitment to the process
- Potential conflict of interest with internal candidates being managed by the HR department receiving resumes
- Passive recruitment search versus active search with a third party firm that can reach in to other organizations to prompt candidates to apply

### Option 4

Council would hire an Interim CAO. The hiring of an Interim CAO on a contract basis would get Council through the Municipal Election process and would allow Council to select a new CAO after the 2018 election.

### Timeline for Option 4 (similar to Option 3)

- Research consultants that can assist with recruitment: approximately one week
- Reach out to consultants for quotes: requires two weeks for response
- Evaluation of quotes: one week
- Selection, notification and touching base with successful candidate: one week
- Meetings with Council, Senior Staff and Stakeholders to draft Job Description and posting and seek council approval: one month
- Posting and Search Phase: six weeks
- Meeting with Council to review candidates and select a short list: one week
- Scheduling and performing interviews with short listed candidates: three weeks
- Review of interviews and selection/scheduling of candidates for second round interview: three weeks
- Review of second round interviews, selection of preferred candidate and offer to candidate (legal review of offer letter): two weeks
- Acceptance of offer letter and notice to current employer: four – six weeks
- New CAO begins
- **Completion of recruitment in five and a half months**

### Option 5

Consider the placement of an internal candidate to take on the CAO duties on an interim basis. This option essentially extends the current arrangement with the recruitment option for selecting a permanent CAO to be determined at a later date. Council could consider the possibility of interviewing interested staff and determine if there is a preferred candidate to take on the interim CAO duties on a longer-term basis. Placement of an Interim Internal CAO

could be done in a 1 to 1 ½ month time frame with backing filling of the successful Candidate's position to be arranged.

A Special Meeting of Council is scheduled for November 15, 2017 in order to consider the recommendations from the November 8, 2017 Special Committee of The Whole meeting.

## **E. The Blue Mountains Strategic Plan**

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Goal #4: Promote a Culture of Organizational and Operational Excellence

## **F. Environmental Impacts**

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None

## **G. Financial Impact**

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A budget will be required for the recruitment process. Staff suggest that savings from the CAO salary be used to provide the required funding.

Option 1 – estimated to cost \$40,000 (estimated at 25% of current CAO annual salary and legal review costs)

Option 2 – estimated to cost \$20,000 (advertising, legal review costs)

Option 3 – estimated to cost \$30,000 (advertising, consultant costs and legal review)

Option 4 – estimated to cost \$30,000 (advertising, consultant costs and legal review)

Option 5 – No change to the existing operational budget, however future recruitment funds would still be required.

## **H. In consultation with**

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Senior Management Team

Legal Council

## **I. Attached**

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1. Current CAO Job Description

Respectfully Submitted,

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Director of Community Services/Acting CAO

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**TOWN OF THE BLUE MOUNTAINS**  
**JOB DESCRIPTION**  
Approved: February 3, 2011

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**Position Title:** Chief Administrative Officer  
**Department:** Administration  
**Reports To:** Town Council  
**Job Grade:** Grade 13

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### ***Position Summary***

The Chief Administrative Officer is responsible for the administration of the municipality and the overall organizational performance.

The CAO manages the implementation and delivery of Council's policies, programs and services that are approved by Council and ensures that these programs and services are delivered to all residents and ratepayers in a manner that makes efficient and effective use of the human, financial and physical resources of the municipality.

The CAO advises Council in the development of public policy, and is responsible for ensuring Council is provided with all relevant information necessary to make informed decisions.

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### ***Key Duties and Responsibilities***

Under the general direction of Council and subject to the policies established by resolution or by-law of Council, the CAO is responsible for:

**Administration:**

- Attend all regular, special and committee meetings of Council, and lead the preparation of agendas.
- Ensure that Council receives staff reports on agenda items that provide a background, technical analysis, alternatives and recommendations sufficient for Council to make an informed decision.
- Ensure all required by-laws and resolutions are in-place and up-to- date and readily available for public review.



- **Establish and maintain positive relationships with community partners, neighbouring municipalities and organizations, and other levels of government regarding municipal matters of interest.**
- **Develop and promote a strong working relationship with Council and respect the specific role distinction of Council and management.**
- **Meet with department heads collectively on a regular basis to review the policy direction of Council and assign responsibility for implementation and execution.**
- **Communicate regularly with Council with respect to progress and challenges in implementing programs and policies.**
- Member of the Emergency Management Control Group, as outlined in the Town's Emergency Plan;

#### **Policies/Programs/Service Delivery:**

- **Coordinate initiatives with the Mayor and Council to establish and maintain a clear Council vision, direction and priority for annual projects.**
- **Monitor the delivery of municipal services through various department heads to ensure that Council's budget, strategic and business plans are followed.**
- **Advise Council on strategy and policy with respect to land use planning and economic development for the municipality. Establish and maintain an effective working relationship with both rural and urban community stakeholders.**
- **Ensure response to public inquiries and media requests for information or complaints with regard to municipal operations.**
- **Ensure that sound public relations are maintained by communicating information on the actions and decisions of Council to ratepayers and citizens of the community.**
- **Provide recommendations to Council for changes to the organizational structure that will improve efficiency and/or improve service delivery to the public.**

#### **Financial Management:**

- **Oversee the development of budgets and establishment of financial controls. Work with employees to prepare and present options for the annual financial plan and the capital budget.**

- **Monitor the delivery of municipal services through the department heads to ensure that Council's budget and policies are followed.**

- **Lead the development of a long range plan for the operation and continued success of the municipality. Plan, direct and co-ordinate the activities required to implement the plan.**
- **Implement or authorize expenditures and entering into contracts on behalf of the municipality.**
- **Monitor purchasing and tendering procedures to ensure that the policies of Council are followed.**

#### **Human Resource Management:**

- **Monitor the development and administration of Human Resources to ensure that all departments conform to approved Council staffing levels, hiring practices, training & development and other policies.**
- **Continue to build on established corporate values, including a commitment to building a high performing organization and developing a staff with solid technical, management and leadership skills.**
- **Recommend to Council the appointment, suspension or dismissal of department heads, as well as providing assistance and direction to department heads in the hiring, suspension or dismissal of all other employees.**
- **Manage the compensation administration within established human resources policies and budget.**
- **Ensure the municipality has a comprehensive human resources plan to attract, develop and retain qualified employees.**
- **Develop appropriate communication procedures to ensure that all members of staff are informed regarding the policies and direction of Council. Monitor the implementation and execution of all Council policies by responsible department heads.**
- **Personally comply with and assume overall management responsibility for compliance with health and safety practices as it relates to the Corporation as required by the Occupational Health & Safety Act.**

**The duties outlined above are representative of the position and are not all inclusive.**

## ***Qualifications***

### ***Education & Experience:***

- Degree or a diploma (or combination of education/practical experience equivalent) in accounting, engineering, human resources or other municipal discipline or other applicable private sector experience.
- Certified Municipal Officer designation preferred.
- Management experience at a senior level to include extensive experience managing a large and diverse staff and having direct responsibility for department/organizational operations and budgets.

### ***Knowledge/Skills and Abilities:***

- Knowledge/experience in municipal government administration, including strategic planning, budget process, business and change management practices.
- Superior customer service, public relations and leadership skills necessary to build support with others and to foster inter-governmental and business relationships.
- Advanced organizational, leadership, managerial and conflict resolution skills.
- Thorough knowledge of municipal and other applicable legislation, programs, policies and guidelines as they relate to provision of the services within the portfolio and industry standards or best practices.
- Ability to establish and maintain effective working relationships with Council, governmental and regulatory officials, employees and community stakeholders and others encountered in the course of work.

### **KEY COMPETENCIES:**

- Decision Making and Judgment
- Problem Solving
- Innovation & Creative Thinking
- Ethics & Integrity
- Planning & Organization
- Mediating & Negotiation
- Coaching & Mentoring
- Political Acuity
- Financial & Budget Expertise
- Excellent Communication Skills

**Job Details:**

**Direct Reports:**      **Directors - Engineering, Finance, Recreation, Building and Planning**  
**Fire Chief**  
**Manager of Human Resources**  
**Support Staff within the Office of the CAO**

**Drivers License:**    **Required**                      **No** \_\_\_\_\_      **Yes**    **X**\_\_      **Class** \_\_\_\_\_ **G** \_\_\_\_\_