



## General Committee Meeting Agenda

Tuesday, November 19, 2019

4:00 p.m.

Council Chamber, Town Hall

Pages

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY INTEREST
3. CONSENT AGENDA
4. DELEGATIONS
5. STAFF REPORTS

5.1 Staff Report 2019-0252: Chief Administrative Officer (CAO) Recruitment  
and Performance Evaluation Committee Terms of Reference

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6. ADJOURNMENT
7. Accessibility Accommodations

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## **Staff Report 2019-0252**

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Meeting Date: November 19, 2019

Subject: Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee Terms of Reference

Submitted By: Tracey McKenna, Manager Human Resources.

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### **RECOMMENDATION**

That a Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee be established in accordance with Staff Report 2019-0252.

That Councillors:

Ward 1 \_\_\_\_\_  
Ward 2 \_\_\_\_\_  
Ward 3 & 4 \_\_\_\_\_  
Ward 5 \_\_\_\_\_

and the Mayor, be appointed to the CAO Recruitment and Performance Evaluation Committee.

That the Mayor be appointed as Chair of the Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee.

That the Chief Administrative Officer Recruitment and Performance Evaluation Committee Terms of Reference, attached as Schedule A to Staff Report 2019-0252, be approved.

That the Position Description for the position of Chief Administrative Officer, attached as Schedule B to Staff Report 2019-0252, be approved for use in the recruitment to fill the current CAO vacancy.

That Human Resources and Town Clerk's Office staff provide appropriate support to the CAO Recruitment and Performance Evaluation Committee and the recruitment process, as and when required.

### **REPORT HIGHLIGHTS**

- This report recommends that a Committee of Council to oversee the recruitment, selection and performance evaluation of Chief Administrative Officer (CAO) at the Town of Caledon, be established.
- This report outlines proposed terms of reference for the Committee to oversee the recruitment process, as required by Council's Procedure By-law.
- This report recommends a revised position description for the CAO position.
- Any decisions of the CAO Recruitment Committee will require the approval of Council.

### **DISCUSSION**



The Chief Administrative Officer (CAO) provides management and administrative leadership for all departments to support Council's vision and goals.

### **Current Situation**

The Town of Caledon CAO position became vacant in September 2019. On September 24, 2019 Council appointed Carey Herd by By-law 2019-66, as the Acting CAO until a decision could be made on a more permanent solution.

Council reviewed options for hiring a new CAO at the September 24, 2019 and October 8, 2019 Council meetings. Town Staff were directed to consider options for Council's consideration as to filling the vacancy. In anticipation of the work needing to be completed in hiring a new CAO, Council determined that there was a need to update the Job Description of the CAO and the performance appraisal process for the CAO.

Staff are proposing that a Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee, comprised of the Mayor and Members of Council representing each of the Town's Wards, be established and staff recommend the Mayor serve as Committee Chair.

The position description for the position of CAO has been updated incorporating input from the Mayor and Members of Council and is attached as Schedule B to this report. Staff recommend it be approved for use in the recruitment to fill the current CAO vacancy. It is also recommended that the position description be updated from time to time and reviewed by the CAO Recruitment and Evaluation Committee as part of the annual CAO performance evaluation process.

The report also includes a proposed time-line for the recruitment of the CAO, intended to guide the work of staff and the Recruitment and Performance Evaluation Committee whilst recognizing that the actual time-line will depend on a number of variables that may be beyond the Committee's control. The proposed time-line is attached as Schedule C to this report.

Under the Town of Caledon's current governance structure, there are existing Committees of Council (e.g. Audit Committee, Golf Tournament Committee, Code of Conduct Review Committee, Procedural By-law Review Committee) which set a precedent for the creation of the proposed CAO Recruitment and Performance Evaluation Committee. As a standing committee this Committee would report and make recommendations to Council and would have no decision-making authority.

The mandate of these Council sub-committees is narrow, and they meet only as required. The characteristics of the proposed CAO Recruitment and Performance Evaluation Committee are similar to these existing Committees of Council.

### **Terms of Reference**

The proposed Terms of Reference for the Committee were prepared in consultation with the Manager, Human Resources, and are set out in Schedule A to Staff Report 2019-0252. As it relates to the recruitment and selection of a CAO, the Committee will meet as

required, in consultation with the Manager, Human Resources to determine the necessary actions and to make recommendations to Council. As it relates to the performance management of the CAO, the Committee will conduct an annual performance evaluation and provide the results of that evaluation to Council along with any associated recommendations.

### **FINANCIAL IMPLICATIONS**

The costs associated with the actions of the Committee, in relation to CAO recruitment and selection, will be funded by Corporate Services, Legislative Services division budget.

### **COUNCIL WORK PLAN**

This report outlines a proposed process to recruit a new CAO that will provide management and administrative leadership to ensure delivery of all the Council Work Plan priorities.

### **ATTACHMENTS**

- Schedule A: Proposed Chief Administrative Officer (CAO) Recruitment Committee Terms of Reference.
- Schedule B: Proposed Position Description for the CAO.
- Schedule C: Proposed Time Line for the Recruitment of the CAO.

**Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee**

**Terms of Reference**

**1. Purpose**

The Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee Terms of Reference are the guiding document for the governance of the Committee. The purpose of the Terms is to clarify the role of the CAO Recruitment and Performance Evaluation Committee.

**2. Enabling Legislation**

The Town's Procedural By-law provides that Council may at any time as is deemed necessary to establish a Committee for matters within its jurisdiction.

The Chief Administrative Officer (CAO) Recruitment and Performance Evaluation Committee is established through the adoption of resolution 2019-XX.

**3. Mandate**

The mandate of the CAO Recruitment and Performance Committee includes:

**3.1 For Recruitment of CAO:**

- a) Ensure that the Town of Caledon undertakes appropriate measures to recruit and recommend the selection of CAOs to Council when the CAO position becomes vacant
- b) Confirm the position profile and job description as the basis for the recruitment process;
- c) Direct the Manager, Human Resources in relation to the recruitment of the CAO, who will:
  - target, source and screen candidates;
  - receive and assess candidate resumes/applications;
  - prepare and review short listed candidate profiles with the Committee;
  - recommend candidates to Committee for interview
  - draft interview questions for the Committee's consideration
  - conduct personal assessments and referencing.
- d) Recommend to Council a candidate(s) for the CAO position. Committee's recommendation may include a final interview with the recommended candidate(s) by Town Council as part of the selection process.

3.2 For the Annual Performance Review of the CAO:

- a) Review and approve the procedure for evaluating the performance of the CAO;
- b) Annually meet with the CAO to set performance objectives;
- c) Annually monitor and review the performance of the CAO and make related recommendations to Council.

**4. Deliverables**

The Committee will accomplish its mandate by:

- 1. Providing advice and recommendations to Council with respect to the recruitment, and selection of the CAO.
- 2. Providing advice and recommendations to Council with respect to the annual performance, including the setting of performance objectives, of the CAO.
- 3. Providing advice and recommendations to Council with respect to any special project or issue as requested by Council.

**5. Timeframe**

This will be an on-going Committee until dissolved by resolution of Council.

**6. Type of Committee**

Standing Committee

**7. Authority**

The CAO Recruitment and Performance Evaluation Committee has the authority to direct the Manager, Human Resources in relation to the Committee's mandate. In addition, the Committee may, upon consultation with the Manager, Human Resources, retain the services of outside, consulting, legal counsel and human resources professionals.

This Committee is established by Council and reports to Council.

**8. Composition**

The CAO Recruitment and Performance Evaluation Committee will be comprised of all the Mayor and at least one Council member from each of the Town's Wards.

A Members' term on the Committee shall be concurrent with the Term of Council or until a successor is appointed.

## **Schedule A to Staff Report 2019-0252**

### **9. Roles and Responsibilities**

The Mayor shall be the Chair of the CAO Recruitment and Evaluation Committee.

A Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of each term of Council the appointment of the Vice-chair.

The Mayor shall negotiate the employment contract for the CAO and Council shall appoint the Chief Administrative Officer.

### **10. Meeting Frequency and Calling of Meetings**

Meetings of the CAO Recruitment and Performance Evaluation Committee are called by the Mayor on an as needed basis.

Human Resources and Clerk's Office staff will provide assistance and support to the Committee, as required. The Town's Clerk's Office will provide required scheduling, meeting management and decision reporting support to the Committee.

### **11. Qualifications**

Member of Council

**Position Description for the Chief Administrative Officer  
Town of Caledon**

**MANDATE:**

Accountable to the Mayor and Council, the Chief Administrator (CAO) is responsible to ensure that the highest quality professional advice is provided by the Town's Administration to Council to enable outcome focused and informed decision making.

The CAO is also accountable to the Mayor and Council for ensuring that the decisions taken by Council are successfully implemented by the Administration in accordance with the direction of Council.

The CAO establishes and fosters a culture throughout the organization that maintains a collaborative Council-Staff relationship and that promotes exemplary customer service, informed resident engagement, trust and confidence in the operations of the Town and the enthusiastic engagement of staff.

The CAO provides visible leadership and direction to the Senior Management Team and through that Team to the staff in the Town.

**RESPONSIBILITIES:**

Develops a Vision for the organization and provides visible leadership to deliver Council's strategic priorities through exemplary customer service, productivity, professionalism, innovative solutions and adherence to the corporate values;

Champions open communication with members of Council, staff, residents and business in the community that enables the delivery of Town services, the resolution of issues and the promotion of Council priorities;

Guides the strategic corporate processes including the development and implementation of corporate strategic plans, financial and purchasing control plans, risk management plans including environmental risk, and capital and service delivery master plans;

Ensures that the day to day operations of the Town are carried out in accordance with, and in support of, the directions of Council through the delegation of appropriate duties and responsibilities to the Senior Management Team;

Exercises financial control over all Corporate operations in conjunction with the Chief Financial Officer/Treasurer and Senior Management Team, to ensure compliance with the annual estimates of revenue and expenditure approved by Council;



## **Schedule B to Staff Report 2019-0252**

Establishes and ensures the appropriate use of reporting systems to Council and Committees;

Ensures the provision of expert advice on policies and proposals in response to Council requests, emerging legislation/regulatory requirements, technology and service delivery innovations, crisis situations and general business trends;

Provides oversight of the Town's population and economic growth ensuring recommendations are made to Council on appropriate infrastructure and service levels with a balanced approach to revenues and capital and operating expenditures;

Directs, coordinates and assists the planning and implementing of innovative, difficult and/or complex tasks that may cross departmental boundaries or intergovernmental and/or private sector jurisdictions;

Represents the interests of the corporation on federal, provincial, regional or local municipal intergovernmental issues and with boards, agencies and commissions;

Recommends to Council the appointment, employment, suspension or dismissal of Senior Management Team members reporting directly to the CAO.

### **DUTIES:**

Attends meetings of Council and Committees as required;

Supports staff, the Office of the Mayor and members of Council as required to achieve expeditious resolution of complex issues, adherence to Council directions and achievement of organizational priorities;

Directs, in co-operation with the Chief Financial Officer/Treasurer and the Senior Management Team, the preparation and presentation of operating and capital budgets on an annual basis;

Reviews on a regular basis reports and information regarding progress and accomplishments of programs, service delivery and projects, including the status of revenue and expenditures and gives corrective direction as required;

Ensures regular reporting to Council on the status of revenues and expenditures, service delivery outcomes and risks against Council approved expectations;

Ensures that the development and implementation of corporate policies relating to personnel management, including those related to occupational health and safety, and diversity and inclusion, and as required by the Municipal Act, are kept current;

Provides direction and regular oversight of the Town's economic development progress, including commercial, residential and industrial expansion;

## **Schedule B to Staff Report 2019-0252**

Champions environmental sustainability throughout the organization ensuring that all policies, programs and services are kept current with best practices;

Models behavior that promotes constructive collective bargaining processes for unionized employees and the fair administration of Collective Agreements;

Evaluates the performance of all Senior Management Team members recognizing achievements, developing skills and improving overall individual or departmental performance;

Reviews from time the organizational structure within the Town and advises Council on changes that are required;

Ensures processes are in place to guide the implementation, management, enforcement and evaluation of all by-laws and programs approved by Council;

Develops and maintains productive relationships with provincial and federal administrative leaders and develops positive external relationships with key influencers and collaborators;

Acts as the Town's key representative on organizational and operational issues to the public and in the media;

Performs any additional duties which may, from time to time, be assigned to the CAO by Council.

### **QUALIFICATIONS, SKILLS, EXPERIENCE:**

- A University degree and/or professional qualification in a relevant field such as public administration, business, and finance or in some other acceptable combination of education and management experience;
- Track record of success as a leader with extensive experience developing senior leaders/leadership teams in the public sector organizations of comparable size and complexity;
- Demonstrated ability to create and communicate a vision and engage others in its achievement;
- Proven ability to be able to enhance organizational performance and deliver results by fostering creativity, being open to new ideas and championing new solutions or processes where warranted;
- Demonstrated ability to successfully initiate, facilitate and/or implement change in a municipal environment;

## **Schedule B to Staff Report 2019-0252**

- Strong analytical problem-solving skills using critical thinking and engagement of key contributors;
- Experience optimizing human, financial and physical resources;
- Experience implementing qualitative and quantitative measurement assessments, plans and controls;
- Experience in being able to successfully navigate the formal and informal channels and networks in a municipality including with Council, the senior management team, management groups, Unions, the media and the private sector;
- Ability to build and maintain strong and reciprocal relationships;
- Outstanding communication skills (listening, oral and written).

(Nov 2019)

## Schedule C to Staff Report 2019-0252

### Proposed Time-Line for the Recruitment of the Chief Administrative Officer

Date	Action	Involved
November 19, 2019	Report to Council on Recruitment and Performance Evaluation Committee	Manager, Human Resources.
Nov 20, 2019	Posting of position vacancy	Manager, Human Resources
Dec 13, 2019	Closing of position vacancy posting	
Dec 15 to Dec 20, 2019	Review of applications and creation of 'Long List' of potential candidates	Manager, Human Resources
Dec 20, 2019	Notification of 'Long List' of potential candidates for the position	Manager, Human Resources
Jan 14, 2020	Recommendations to Council Committee on Short List of candidates	Manager, Human Resources Council Committee
Jan 28 and 29	Interview by Committee of Short List of Candidates	Manager, Human Resources Council Committee
Feb 11	Recommendation from Committee to Council of candidate for position	Council Committee Council
Feb 18	Interview by Council of candidate for position	Council
Feb 18	Decision by Council and notification of successful candidate.	Council Manager, Human Resources.