



# Staff Report

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**Report No.:** CPS-02-2019  
**Meeting Date:** January 9, 2019  
**Submitted by:** Tiffany Farrell, Director of Corporate Services  
**Subject:** Hiring Process for the Chief Administrative Officer

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**Recommendation:**

THAT Mayor DeViet, Councillor Heffernan, Councillor Scott and Cindy McNair, HR Consultant from Select path be appointed to the Hiring Committee for the Chief Administrative Officer recruitment; and

THAT the Hiring Process for the Chief Administrative Officer report be received.

**Purpose:**

The purpose of this report is to establish criteria for the recruitment process for the Chief Administrative Officer for Middlesex Centre and to appoint the council hiring committee for the position.

**Background:**

Middlesex centre needs to appoint a hiring committee for the recruitment and hiring of a new Chief Administrative Officer.

**Analysis:**

Refer to Attached Job Description for the Chief Administrative Officer.

Refer to Policy #3.03 Terms and Condition of Employment – Hiring

**Proposed Timeline:**

Council report on the process January 9<sup>th</sup>, 2019 including job description and posting

Council comments provided to HR consultant by January 12<sup>th</sup>, 2019

Hiring Committee Appointed including three members of Council and the Municipal HR consultant.



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Job posted January 14<sup>th</sup> and closes February 1<sup>st</sup>, 2019

Advertisement locations include: Municipal Website, Municipal World, Association of Municipal Clerks and Treasurers (AMCTO) and Ontario Municipal Jobs.

Candidate screening commences by Select path and short list created and provided to the Hiring Committee by February 6<sup>th</sup>, 2019.

First stage of interviews commence the week of February 11<sup>th</sup>, 2019.

## **Financial Implications:**

Approximate cost of job postings:

AMCTO \$576

Municipal World \$510

Ontario Municipal jobs – no charge

Municipal website – no charge

Consulting costs \$125/hour

## **Strategic Plan:**

Operational Excellence: Maintaining appropriate staffing levels



## JOB DESCRIPTION

**Chief Administrative Officer**



### Position Synopsis and Purpose

(A position overview and how it connects to the big picture)

The CAO is responsible for providing vision and leadership to the Municipality through planning, organizing and directing the operation of all municipal services in accordance with legislation, by-laws and policies established by Council; the CAO serves as the organization’s representative to the community and community organizations, media, other levels of government, and professional associations. The CAO advises Council and recommends actions to address current emerging issues and trends to ensure that Council policies and programs result in the attainment of Council’s vision mission and embody its values.



### Major Responsibilities

(What this position does and how they allocate their time)

| Description   | Approx. Time Spent (%) |
|---|------------------------|
| <p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>• Provides leadership for the development of the strategic plan embracing the changing responsibilities of municipal operations and service delivery</li> <li>• Ensures involvement of Council members in the strategic planning process; assists Council in planning at strategic level through assessing needs, evaluating effectiveness of services, identifying trends at the local and broader municipal level</li> <li>• Reports regularly on the progress made toward realizing the strategic plan initiatives; implements, monitors, and evaluates effectiveness of annual operating plans in support of the strategic plan and Council policies and directives</li> <li>• Regularly analyzes the strategic and legislative initiatives of senior governments, conservation authorities, school boards and other regulatory and neighbouring municipal governments related to their directions and potential impacts on the Municipality’s directions and future</li> </ul> | <p>10%</p>             |
| <p><b>People Leadership</b></p> <ul style="list-style-type: none"> <li>• Provides leadership, motivation and guidance; creates an environment which enables staff to meet organizational and personal development goals.</li> <li>• Ensures appropriate staffing structure and levels to deliver on plans; develops human resource strategies for the municipality including ongoing training, development, and succession plans</li> </ul>   | <p>35%</p>             |

| Description   | Approx. Time Spent (%) |
|---|------------------------|
| <ul style="list-style-type: none"> <li>• Ensures effective systems are in place for the selection, supervision, development and performance of all staff</li> <li>• Provides leadership in the planning, development, implementation, review and evaluation of administrative policies, procedures and service delivery promoting team work within and across service units</li> <li>• Demonstrates positive and proactive leadership that has the support of the Management Team using effective communication and relationship management strategies</li> <li>• Ensures Management Team and Council members are fully apprised of proposed and actual changes in the external environment that may impact municipal services</li> <li>• Continually keep staff informed of pertinent Council discussions and required actions</li> <li>• Develops and maintains positive and effective employee relations to ensure the municipal staff functions as an effective and cohesive group</li> <li>• Develops and maintains positive and effective relations with staff at the provincial and local government levels</li> <li>• Undertakes professional development related to the role of the CAO; develops a learning culture within the municipality and one that embraces change, innovation, new trends and industry developments</li> </ul> |                        |
| <p><b>Council Administrative Support</b></p> <ul style="list-style-type: none"> <li>• Establishes and maintains positive working relations with Council; communicates effectively with Council and individual members of Council</li> <li>• Ensures that all legal and reporting requirements are met</li> <li>• Assists Council in articulating its governance model and facilitates the planning, development, implementation, review and evaluation of Council policies</li> </ul>   | 20%                    |
| <p><b>Operational Planning</b></p> <ul style="list-style-type: none"> <li>• Ensures that the municipal administration and operations are in compliance with all legal and Council mandates and timelines.</li> <li>• Regularly ensures the Municipality's full compliance with all statutory, regulatory and other laws and requirements, either directly and/or through direct reports, including oversight of Health and Safety functions.</li> <li>• Ensures that all Municipal assets and resources are well maintained, effectively utilized, are appropriately replaced and serviced and are available as per Council directions and policies.</li> <li>• Ensures development of up to date risk management and emergency response policies, procedures and resources, also ensuring at minimum, annual reviews with reports to Council.</li> </ul>   | 30%                    |
| <p><b>Community Outreach</b></p> <ul style="list-style-type: none"> <li>• Develops and implements effective communication strategies to enhance public awareness of municipal services and successors. Actively develops contacts with the media. Acts as municipal spokesperson within community and on broader provincial issues.</li> </ul>  | 5%                     |

| Description  | Approx. Time Spent (%) |
|--|------------------------|
| <ul style="list-style-type: none"> <li>Develops range of municipal programs and services to meet the specific needs of the community. Nurtures partnerships with community based services and other organizations interested in improving the quality of life for the area residents.</li> <li>Ensures the effective coordination of service delivery with Conservation Authorities, School Boards, the County and other governments and bodies on behalf of the municipality, residents and Council.</li> </ul> |                        |
| <p><b>Other</b></p> <ul style="list-style-type: none"> <li>Acts as a deputy clerk in the absence of the Clerk and for signing purposes</li> </ul>  |                        |

\*Note: All activities are expected to be performed in a safe manner, in accordance with the Occupational Health and Safety Act and its Regulations, along with Corporate Safety policies, procedures and programs. In addition, all necessary personal protective equipment must be used and maintained in good condition.



### Minimum Qualifications (absolutely Cannot do without)

#### Education (degree/diploma/certifications)

- University degree from an accredited post-secondary educational institution in social science, planning, business or a relevant discipline.
- CMO designation

#### Experience

- Minimum 10 years of increasingly responsible management experience in a municipal or related setting

#### Knowledge/Skill/Ability

- Demonstrated knowledge of the Municipal Act and other relevant Acts and regulations that impact municipalities
- Demonstrated success in effectively providing services to the community.
- Proven success working effectively with Council or a policy-making Board and working collaboratively with government agencies and others.
- Demonstrated leadership skills and a team-orientated management style.
- Proven success developing and implementing strategic and operational business plans; demonstrated ability to prioritize, multi-task and manage projects, translating vision and strategy into tangible results and outcomes.
- Strategic and innovative thinker; a proven ability to champion and successfully implement change.
- Excellent verbal/written and interpersonal skills; has the ability to resolve conflicts and deal with sensitive or political issues in an effective and timely manner.
- Ability to lead and consistently demonstrate excellence customer service across the organization
- Demonstrated level of professionalism and confidentiality and strong ethics.



## Preferred Qualifications (the Ideal Candidate)

### Education (degree/diploma/certifications)

- Master of Public Administration



## Work Setting (Description of the work environment and nature of people interactions)

### Contacts

| Frequency Legend                                |  |
|---|--|
| <b>Constant</b> – every day for most of the day | <b>Occasional</b> – bi-weekly to monthly |
| <b>Frequent</b> – daily                         | <b>Rare</b> – once in a while            |
| <b>Regular</b> – weekly                         |  |

| Contact                    | Frequency  | Nature of Interaction  |
|----------------------------|------------|--|
| Council                    | Daily      | Interaction/ support for Municipal key strategic priorities and communicates daily with the Mayor          |
| MPs & MPPs                 | Occasional | Interaction and support for Municipal key strategic projects; collaboration on joint projects/initiatives. |
| Other Government Officials | Occasional | Interaction at government related functions/meetings   |
| Other municipal CAO's      | Regular    | Interaction and collaboration on items of mutual interest; obtaining advice on certain projects            |
| Media                      | Regular    | Media inquiries  |
| HR                         | Frequent   | Interaction and support for staff (hiring, illness, performance ,attendance, grievances....)               |
| Community Groups           | Regular    | Collaboration and problem solving on issues/projects/strategy, understanding concerns                      |
| Meetings with Staff        | Regular    | Interaction, information sharing, problem identification and solving...                                    |
| Directors                  | Regular    | Collaboration and problem solving on issues/projects/strategy  |
|                            |            |  |

### Work Conditions

Approximately 85% of this position's time will be spent in the office and attending meetings during normal working hours.

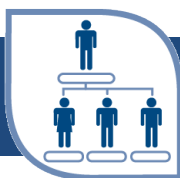
Constant interruptions to address a multitude of issues. Time sensitive responses required due to emergency situations and media response. Frequent meetings with both internal staff and external clients/customers/stakeholders. Interactions are generally courteous and collaborative.

Normal hours of work are 37.5 hours per week, Monday to Friday, with regular extra time required including evening meetings. Regularly responds to emails and phone calls after hours from members of Council, local media, staff for the purpose of issues management and as a member of the EOCG for Emergency situations.



**Corporate Values**  
(Operating principles that guide all staff conduct)

- **Openness** – Middlesex Centre is a large and diverse community. In order to respect this diversity, constant and respectful communication between community members is necessary.
- **Cooperation** – Middlesex Centre is a growing municipality. The council and citizens must work together to ensure that their community grows into a place they want it to be.
- **Trust** – The trust between community members is what makes Middlesex Centre an inclusive community. Community trust is built through sensible planning, reliable service and public engagement.
- **Respect** – The residents of Middlesex Centre come from diverse backgrounds. It is only through respect for the varied backgrounds and experiences of residents that common ground can be achieved.
- **Tradition** – As a diverse municipality, Middlesex Centre is home to many proud histories and varied traditions. The actions of community must value those existing traditions while continuing to forge new traditions moving forward.
- **Innovation** – Middlesex Centre must be a community which embraces change. It must remain open to all ideas to become a flexible, progressive municipality which can successfully anticipate and adapt to changing conditions.



**Position Classification**  
(Where this position fits)

|  |   |
|--|---|
| <b>Position Title:</b> Chief Administrative Officer  | <b>Division:</b> Administration                     |
| <b>Department:</b>   | <b>Classification:</b> Non-Union                    |
| <b>Branch:</b>   | <b>Reports to (Direct):</b> Council                 |
| <b>Position(s) Supervised Directly:</b> Directors of Corporate Services, Public Works and Engineering, Community Services, Chief Building Official, Fire and Emergency Services, Clerk | <b>Position(s) Supervised (Indirectly):</b> Planner |
| <b>Effective Date:</b>   | <b>Revision Date:</b> September 2017                |
| <b>Equivalency Code:</b> N/A   | <b>Hours per week:</b> 37.5                         |

|  |  |  |
|--|--|--|
| Category: Human Resource<br>Policy No.: 3.03<br>Revisions: |  | Pages: 4<br>Effective Date: Jan. 1, 2017<br>Report No.: CAO-2016-016 |
|--|--|--|

## Terms and Condition of Employment - Hiring

### Purpose:

The Municipality of Middlesex Centre shall establish a fair, effective and transparent process to attract, retain and develop the best qualified employees to meet the staffing requirements of the Municipality. Candidates will be selected on the basis of the requirements of the job according to the job description with attention to the applicant's educational, technical qualifications, experience and aptitude for the position.

### Scope:

All employees in the Municipality of Middlesex Centre.

### Policy, Procedure and Implementation:

#### 1. Employment Criteria

All employees must be over the age of 16 at the start of their employment. All employees must file proof of age and their social insurance number when they have been accepted for employment.

#### 2. General Hiring Process

- a) Part-time, contract and seasonal positions: The Department Head and/or designate are authorized to interview and hire the employee. Applicants are required to sign a contract outlining the conditions of their employment with the Municipality.
- b) Full-time Positions (other than management): The Department Head shall short-list the applications to between three and five at his/her own discretion. Those applicants on the short-list shall be interviewed by the Department Head and the CAO or designate. The Department Head shall check the references prior to an offer of employment being extended. The CAO shall notify Council once the hiring is completed.
- c) Department Head positions: Council shall appoint a hiring committee consisting of the CAO, the Mayor or designate and another department head who shall review and short-list the applications, interview the suitable candidates, check references and select a preferred candidate. The CAO will recommend the preferred candidate to Council for approval.



- d) CAO position: A hiring committee consisting of three members of Council shall be appointed. The Committee shall review the applications and choose no less than two (2) and no more than (5) candidates for Council to interview for selection and approval.
- e) Council may determine if an outside consultant is required to facilitate or participate in the interview process for the CAO or department head position.

### 3. Probationary Period

Newly hired and appointed employees are subject to a probationary or evaluation period – see Probation and Evaluation Policy.

### 4. Advertising Process

All positions will be posted internally concurrent with any external advertising deemed appropriate by the Department Head and/or CAO.

### 5. Hiring Relatives

- a) A Related Person, for the purpose of this policy, is defined as a person's spouse through marriage or common law, parent, child or sibling and includes the corresponding step or in-law relationships.
- b) A Related Person cannot work in a position in which an Employee directly supervises and/or is able to influence the working relationship of the Related Person or would otherwise create a perceived conflict of interest. Examples of influence include, but are not limited to the following:
  - a. Participating in a panel interview
  - b. Participating in the areas of:
    - Compensation and benefits
    - Designation of duties
    - Hiring or Promotions
    - Handling complaint processes
    - Discipline and terminations
    - Approving expenses or overtime
    - Having access to confidential information pertaining to the Related Person
- c) This policy prohibits the hiring of relatives of members of Council while the member is in office.
- d) Potential conflicts of interest are to be reported to the CAO for determination, prior to a hiring decision being made, whose decision will be final and binding.
- e) Conformity with this policy requires that relationships be disclosed prior to acceptance of employment with the Municipality and subsequent relationships are to be reported to the CAO. No employee will suffer termination through the terms of this article if a familial

relation develops during the tenure of employment. Should any violation of this policy occur, the Department Head and CAO, in consultation with the employees directly affected will review the circumstances of the reporting relationship and attempt to rectify the situation. Any resultant action will not violate either effected employee's rights as established in applicable Ontario law.

#### 6. Criminal Record Checks

Where deemed appropriate by the CAO, the provision of a criminal record check or a police record check is required prior to the final offer of employment being given to a prospective employee. Job postings will clearly list where a police record check or a criminal record check is required; and in all cases the Municipality will obtain the individual's consent to conduct the check. The candidate will pay any associated costs for the criminal record check.

#### 7. Drivers Abstract

Candidates using a Municipality vehicle as part of their specified duties are to provide a clean Driver's Abstract prior to final offers of employment being extended. The candidate will pay associated costs. Employees are to report any changes to their Driver's Abstract immediately to their supervisor. After hire, the Municipality may obtain a Driver's Abstract at any time on a yearly basis. The loss of a driver's license, failure to disclose changes or provide an abstract may result in disciplinary action or termination.

#### 8. Offer of Employment

Following the interview process, offers of employment will first be made verbally and will be contingent upon delivery of the above noted criteria. A final offer of employment will then be made in writing. New employees are required to sign back an offer of employment when accepting a position with the Municipality.

#### 9. Records Retention

The Employer will maintain accurate and comprehensive employee files. A separate employee file is maintained for every employee and is referred to as the 'Employee File of Reference'. The employee file of reference and the information contained therein is strictly confidential and shall be treated as such. Access to an employee's file of reference is limited to the employee (under supervision), the CAO or designate and others as may be required by law.

Files of reference will contain all matters pertaining to the employee's employment including but not limited to:

- Position and Title
- Date of Hire
- Salary Grade
- Offers of Employment
- Demographic and Benefit Information
- Resumes

- Transfer and/Promotional Notices
- Applicable Licenses and Educational Certificates
- Performance and Probationary Evaluations
- Complimentary or Disciplinary Notations and Correspondence
- Training and Development Records
- Driver's Abstracts
- Criminal Record Checks

Employees are responsible to ensure that any change to their personal information is forwarded to the Treasurer or designate for reference. Changes of this nature may include but are not limited to:

- a. Name
- b. Emergency Contact
- c. Benefits
- d. Pregnancy and Parental Leaves
- e. Marital Status
- f. Banking and Tax Information
- g. Address, Telephone Number, etc.
- h. Training and Education
- i. Leaves of Absence

#### 10. Skill Testing

Skill testing may be carried out on candidates for employment to determine if they have the required skills for the position.