
MEMORANDUM

CAO 1-2019

Subject: CAO Recruitment Options

Date: March 28, 2019

To: Regional Council

From: Ron Tripp, Acting Chief Administrative Officer

As you are aware, Regional Council approved my temporary appointment to the position of Acting Chief Administrative Officer (CAO) on December 13, 2018.

Since February 1, 2019 the position of CAO has been permanently vacant due to the departure of former CAO Carmen D'Angelo.

The following is intended to outline options for Regional Council on how to move forward with respect to the CAO vacancy:

Option 1 – Proceed with Permanent CAO recruitment

- Formation of a CAO Recruitment Committee (CAORC)
 - Membership identified as Regional Councillors; in addition to participation by the Regional Chair, recommend a total of 4 or 6 members who can commit to full and active participation over the course of the CAO recruitment.
 - Terms of reference (TOR) developed for the CAORC; TOR to be approved by Regional Council.
 - Governance model confirmed; the CAORC will be governed by the Region's Procedural Bylaw.
- Engagement of an External Executive Recruitment Search Firm
 - Recommendations would be provided; CAORC to select external executive search firm, in consultation with Procurement staff and as per the Niagara Region Procurement Bylaw.
 - Consultation undertaken; external executive search firm to identify the key CAO character traits and competencies required, in consultation with the CAORC, to drive results forward in Niagara.
 - Direction provided; external firm to undertake national-wide candidate search and assessing active and passive job seekers and leveraging its wide-ranging networks and professional expertise in senior level searches, with active engagement of the CAORC.
- Launch of the CAO Selection Process
 - Selection process initiated lead by executive search firm; CAORC actively participates in a transparent, competitive, and comprehensive recruitment process.
 - Regular updates provided by CAORC to Regional Council.

- Engage in a short-listing, interviewing/assessment, and referencing process to determine a preferred candidate, following an agreed-upon timeline.
- Preferred candidate identified by CAORC.
- Final Recommendation to Regional Council
 - Recommendation outlined; CAORC to bring forward a preferred candidate to Regional Council for approval.
 - Offer of employment extended; pending approval by Regional Council.
 - Timeline at best 6 months to complete.

Option 2 – Status Quo – Continue with Acting CAO

- The Acting appointment by Regional Council provides the CAO with all powers allowable under the *Municipal Act, 2001*.
 - There has been stability within the corporation since Regional Council appointed the Acting CAO.
 - The Acting CAO continues to make decisions in the best interest of the organization, not just “keeping the lights on”.
- There are a number of CAO vacancies within Niagara municipalities, neighboring businesses, and in other municipalities within close geographic proximity to Niagara.
 - The competitive job market is currently saturated with opportunities which could negatively impact the candidate pool.
- The Provincial Governance Review
 - Provincial consultations are currently ongoing, the Province has indicated that a report would be forthcoming in Fall 2019.
 - This too may impact attraction of qualified and preferred CAO applicants given any optics of uncertainty associated with this Review.
- The 2016 CAO Recruit Ombudsman Report
 - The timing of receiving this report continues to remain unknown.

It is recommended that Option 2 be considered by Regional Council at this time, with the suggestion that Regional Council consider proceeding with a Permanent CAO Recruit in the Fall 2019, specifically consideration be given to not commencing a recruit until September 2019.

Respectfully submitted and signed by

Ron Tripp, P.Eng.
Acting Chief Administrative Officer