

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

Page 1 of 7

Procedure Owner	Corporate Administration, Human Resources, Director Human Resources
Parent Policy	XXX – Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management
Approval Body	Regional Council
Approval Date	
Effective Date	
Review by Date	

The following procedure outlines the Chief Administrative Officer (CAO) Recruitment, Selection, and Offer of Employment:

1. The Regional Chair notifies the Director, Human Resources (HR) to initiate the recruitment process to fill the permanent CAO vacancy as per the XXX Policy and XXX Procedure.
2. Director HR will provide a recommendation to Council on a Request for Proposal (RFP) including scope of work, methodology, and estimated timeframes in alignment with XXX Policy for the procurement to contract an external Executive Search Firm (ESF) to lead the CAO Recruitment process.
3. The Regional Chair will assemble a Recruitment Committee comprised of the 3 Chairs, and in the case of the Public Health and Social Services Committee (PHSSC) 1 of the Co-Chairs, of each of the 4 Standing Committees, plus the Regional Chair, to a maximum of five (5) members. Should any of the above 3 Chairs, and in the case of the Public Health and Social Services Committee 1 of the Co-Chairs, of each of the 4 Standing Committees decline participation, their respective Vice-Chair or Co-Chair (in the case of the PHSSC), would assume a position on the Recruitment Committee; should any Vice-Chair or Co-Chair decline participation their replacement requires approval of Council for another member of Council to participate on the Recruitment Committee. The Recruitment Committee will be orientated to By-laws, Policies, and Procedures relevant to the recruitment of a CAO. They will be educated on the roles, responsibilities and accountabilities of their role including confidentiality

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

and ethics based expectations, along with executing a confidentiality agreement at the outset of the recruitment and selection process.

The Terms of Reference for the CAO Recruitment Committee are attached as Appendix A.

4. Based on the results of an RFP, with the support of the Director HR, the Recruitment Committee will select a preferred ESF. Selection of an ESF will include the scope of work to be undertaken; including will be consistent with Niagara Region's Procurement By-law.
5. The Recruitment Committee, with the support of the Director HR and ESF, will engage in a thorough and comprehensive analysis of the position requirements of Senior Leader Competencies, skills, experience, knowledge and qualifications of the role. Due to the importance of this position, consultation with the Corporate Leadership Team, other relative staff, and community stakeholders may be initiated and incorporated into the recruitment and selection process.
6. The recruitment methodology inclusive of any testing and/or evaluations will be determined by the Recruitment Committee through consultation with the ESF and Director HR, and will be aligned to Regional Policy. The position will be advertised both internally and externally.
7. In consultation with the Recruitment Committee and Director HR, the ESF will undertake CAO recruitment activities within the approved scope of work, which may include but not be limited to: posting the vacant position through appropriate channels, targeted recruitment, review of all applicant resumes and follow up to clarify applicant experience for short listing purposes, screen prospective candidates and develop a formal short list of candidates to be recommended to the Recruitment Committee, leadership assessment, reference checking, and preparation of a written summary of a specific number of candidates as agreed to with the Recruitment Committee for consideration for short listing.
8. The Recruitment Committee and the ESF will interview and assess selected candidates with the intent to identify a preferred candidate.
9. Based on the results of interview(s), any testing, evaluation, or assessment, reference checking, etc... the Recruitment Committee will make a recommendation on a preferred candidate in a Report to Council for their approval.
10. Prior to a Report being prepared, the Director, HR will be responsible for the preparation of a conditional offer of employment to the preferred candidate, including the responsibility to engage either internal and/or external Legal Counsel when preparing the conditional offer of employment, and negotiation with the preferred candidate, if any. The Offer of Employment

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

documentation will align to corporate practice and meet all legal requirements, including the parties will ensure compensation is aligned to the Non-Union Compensation Policy and Salary Administration Procedures.

11. The Report to Council as noted above will include a detailed summary of the recruitment and selection process undertaken by the Recruitment Committee. It will also include the final candidate recommendation, including the associated terms of the conditional offer of employment for the approval of Council.

Definitions

Regional Chair: Serves as Chair of the evaluation and selection committee; ensures the requirements of XXX Policy is fulfilled. Includes establishing committee membership, working with Director HR and the ESF, enforcement of roles and responsibilities, along with integrity and confidentiality requirements. Oversees hiring process through Recruitment Committee and ESF selection, to candidate offer of employment.

Recruitment Committee Member: Engages in all procedural elements as outlined in respective XXX Procedure. Includes attendance at meetings and interviews, engaging in the development of selection criteria and position profile development as required. Requires alignment to all integrity and confidentiality requirements.

Director, Human Resources: Facilitates the recruitment process on behalf of the Regional Chair and Recruitment Committee. Serves as primary contact point for any ESF; provides guidance and advice to the Chair and Recruitment Committee members ensuring best practices and legal interests of the corporation are upheld, leads the procurement of an ESF based on the scope of work, facilitates Legal consultation and the candidate offer of employment and/or offer letter creation, and any amendment to the employment contract; is required to attend all meetings with the Recruitment Committee and with Council, and any other meetings upon request of the Chair.

Executive Search Firm (ESF): An external firm or specialized consultant who works with the Chair and Recruitment Committee to confirm the CAO profile, position competencies, and search, selection and offer strategy. ESF accountabilities will align with the defined scope of work which may include but not necessarily limited to attraction, screening of prospective candidates, and development of short list of candidates to be interviewed by the Committee, including they may support the interview, reference checking, and offer of employment process as required.

Regional Clerk: Ensures required governance related supports and advice to ensure effective completion of the process and provides agenda and meeting management functions; is required to

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

attend all meetings with the Recruitment Committee and with Council, and any other meetings upon request of the Chair.

Competencies: In addition to high character traits, are the attitudes and behaviours required at a high level of performance for an individual to be successful in a role.

1. Appendices

- Appendix A – Terms of Reference – CAO Recruitment Committee

2. Document Control

The electronic version of this document is recognized as the only valid version.

Approval History

. Approver(s)	. Approved Date	. Effective Date
.	.	.

Revision History

. Revision No.	. Date	. Summary of Change(s)	. Changed by
.	.	.	.

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

Appendix A

Chief Administrative Officer Recruitment Committee

Terms of Reference

Mandate / Scope

The mandate of the Chief Administrative Officer (CAO) Recruitment Committee is to facilitate the recruitment process for the CAO and recommend to Regional Council a preferred candidate for the role of CAO.

Goals/Purpose

1. Engagement of an External Executive Search Firm (ESF)

- a. CAO Recruitment Committee to approve scope of ESF work and select ESF, as per the Niagara Region Procurement By-law.
- b. ESF to develop recruitment and selection plan based on approved scope of work, all in order to drive results forward in Niagara.
- c. ESF to undertake such candidate search, with active engagement of the CAO Recruitment Committee

2. CAO Selection Process

- a. CAO Recruitment Committee members actively participate in a transparent, competitive, and comprehensive recruitment process, while holding in strict confidence all confidential information concerning matters dealt with by the Committee.
- b. Upon completion of the recruitment process, CAO Recruitment Committee will recommend to Regional Council for approval a preferred candidate along with terms for a conditional offer of employment. Prior to this occurring, the Director, HR will be responsible for the preparation of a conditional offer of employment to the preferred candidate, including the responsibility to engage either internal and/or external Legal Counsel when preparing the conditional offer of employment, and negotiation with the preferred candidate, if any.
- c. Upon Council's approval of the Recruitment Committee's recommendations, Council delegates to the Recruitment Committee and Director HR authority to extend the approved terms of employment to the preferred candidate.

Membership

The membership structure of the CAO Recruitment Committee will be comprised of the 3 Chairs, and in the case of the Public Health and Social Services Committee (PHSSC) 1 of the Co-Chairs,

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

Page 6 of 7

of each of the 4 Standing Committees, plus the Regional Chair, to a maximum of five (5) members. Should any of the above 3 Chairs, and in the case of the Public Health and Social Services Committee 1 of the Co-Chairs, of each of the 4 Standing Committees decline participation, their respective Vice-Chair or Co-Chair (in the case of the PHSSC), would assume a position on the Recruitment Committee; should any Vice-Chair or Co-Chair decline participation their replacement requires approval of Council for another member of Council to participate on the Recruitment Committee.

Privacy Considerations

The CAO Recruitment Committee will comply with all open meeting provisions. Information provided to the CAO Recruitment Committee, specifically pertaining to applicants for the position of the CAO, will be protected under the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).

The CAO Recruitment Committee shall hold in strict confidence all confidential information concerning matters dealt with by the Committee, members of the Recruitment Committee, and any approved staff who support the recruitment process, will be required to execute a confidentiality agreement at the outset of the recruitment and selection process.

Attendance

A recruitment best practice is that all candidates are interviewed by a consistent interview panel, in support of a fair, transparent, and comprehensive recruitment process. It is mandatory on members of the CAO Recruitment Committee to actively participate in all stages of the CAO recruitment process, with specific attention paid to attending all CAO candidate interviews, at any/all steps of the process.

As is the practice with Regional Standing Committees, a member of the Recruitment Committee who has had unauthorized absences for three (3) consecutive meetings shall be deemed to have resigned from the committee. A notification will be provided to Regional Council advising a re-appointment is necessary. Nothing precludes Regional Council from re-appointing the Councillor in question.

Staff Support to Committee

The Director, HR, Director, Legal and Court Services, and the Regional Clerk, or their respective

<i>Procedure Category</i>	<i>Name of Procedure</i>
<i>Human Resources</i>	<i>Chief Administrative Officer – Recruitment, Selection, and Offer of Employment</i>

designates, will function in an advisory capacity to the CAO Recruitment Committee, and the selected ESF. Involvement of any staff not noted herein will require Recruitment Committee approval prior to being engaged to provide any support to the Committee or be in attendance at meetings. In any event, any staff engaged to support the Recruitment Committee shall hold in strict confidence all confidential information concerning matters dealt with by the Committee, including all such staff will be required to execute a confidentiality agreement prior to engaging in support of the Committee. The Director HR, and the Regional Clerk, or their respective designates, are required to attend all Recruitment Committee and Council meetings.

Financial Resources

The CAO Recruitment Committee will consult with the Director, HR, to secure the required financial resources to fulfill the direction of the committee to facilitate the CAO recruitment.

Frequency of Reporting

Regular update(s) to Regional Council will be provided, through the Regional Chair, as significant progression of the CAO Recruitment Committee is realized.

Termination of CAO Recruitment Committee

The CAO Recruitment Committee shall cease at the conclusion of a successful recruitment of a new CAO.

Meetings

Meetings shall be governed by Niagara Region's Procedural By-law as may be amended from time to time.

Amendments to the Terms of Reference

Proposals to amend the Terms of Reference shall require approval of the majority of the Recruitment Committee members present. Proposed amendments to the Terms of Reference shall be submitted to Regional Council for approval and only take effect upon the approval of Regional Council.