

Chief Administrative Officer Recruitment, Selection and Performance Sub-committee Meeting Agenda



Consolidated as of May 24, 2019

Monday, May 27, 2019 – 4:30 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

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Changes to the original agenda have been highlighted.

Open Meeting – 4:30 p.m.

Disclosure of Pecuniary Interest and General Nature Thereof

CS-2019-64 Chief Administrative Officer Candidate Profile

Presentation:

Robert Johnston, Organization Consulting Limited

Recommendation:

That Attachment-1 Chief Administrative Officer Candidate Profile, to report CS-2019-64 titled Chief Administrative Officer Candidate Profile, dated May 27, 2019 be approved.

Adjournment

Staff Report



To	Chief Administrative Officer Recruitment, Selection and Performance Sub-Committee
Service Area	Corporate Services
Date	Monday, May 27, 2019
Subject	Chief Administrative Officer Candidate Profile
Report Number	CS-2019-64

Recommendation

That Attachment-1, Chief Administrative Officer Candidate Profile, to report CS-2019-64 titled Chief Administrative Officer Candidate Profile, dated May 27, 2019 be approved.

Executive Summary

Purpose of Report

To approve Attachment-1 Chief Administrative Officer Candidate Profile, which will provide Organization Consulting Limited (OCL) with the necessary information to create the ideal Chief Administrative Officer (CAO) advertisement and interview evaluation tool.

Key Findings

OCL conducted 21 stakeholder interviews including:

- Mayor and Councillors
- All three Deputy Chief Administrative Officers (DCAO)
- External stakeholders

All 21 interviews were synthesized and themed to ensure the confidentiality of the participants.

Financial Implications

There are no financial implications.

Report

On April 23, 2019 the Chief Administrative Officer Recruitment, Selection and Performance Sub-Committee approved the selection of OCL to assist the committee with the executive search for a new CAO.

The search process will consist of four phases:

- Phase 1 – Stakeholder Input
- Phase 2 – Search Strategy – Research and Sourcing Candidates
- Phase 3 – Screening and Evaluation of Candidates

- Phase 4 – Closing Activities, Reference Checking and Onboarding

OCL commenced Phase 1 immediately and interviewed 21 stakeholders. The focus of the interviews was to gather responses to specific questions and garner any other observations/opinions from stakeholders that will influence and inform the content of the Candidate Profile.

Key Questions

1. The key strengths and characteristics the Chief Administrative Officer Recruitment, Selection and Performance Sub-Committee should be seeking in a new CAO including:
 - Leadership/management style;
 - Experience and track record;
 - Competencies and skill sets; and
 - Education.
2. Performance expectations for the new CAO in the first year (what must this person accomplish in the first 12 months)
 - Completion of critical projects, etc.
 - Specific priorities in the first year
 - Projects/initiatives to start/champion in the first year
 - Building relationships
 - Other
3. The principal **strengths** upon which City should build over the next five years.
4. The principal **challenges** that City will face in that period.

Financial Implications

There are no financial implications.

Consultations

N/A

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our People - Building a great community together

Attachments

Attachment-1 Chief Administrative Officer Candidate Profile



Approved By

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CHIEF ADMINISTRATIVE OFFICER

CANDIDATE PROFILE

WORKING DOCUMENT

May 21, 2019

ROLE OF THE CHIEF ADMINISTRATIVE OFFICER

SUMMARY

Reporting to the Mayor and Council, the CAO provides key leadership for all aspects of City business and services. The CAO is expected to facilitate the development of a clear vision, mission, values and behaviours in line with Council directions; implement a community based strategic plan; build a strong and effective executive team; challenge the organization to be innovative and responsive; and improve the efficiency and effectiveness of programs and services delivered to the community. The CAO is expected to be a visible leader and to proactively develop critical internal and external relationships. Responsible for advising the Mayor and Council on all matters relative to City operations and implementing Council policies.

KEY RESPONSIBILITIES

Leadership

- Provide leadership and direction to the organization to promote the effective and efficient delivery of City services;
- Create within the Executive Team and City staff an openness to new ideas, encouraging innovation and implementing a culture of accountability for actions and results - evaluating outcomes and determining the most effective use of resources;
- Provide inspiring leadership through communication, accessibility and a shared vision - setting a positive tone for the City by suggesting new ways for the organization to embrace and participate in change in a positive and constructive manner;
- Co-ordinate initiatives with the Mayor to maintain a clear focus on Council vision and direction as well as priority setting for key projects;
- In conjunction with the Executive Team, establish business plans and priorities to implement Council's vision and directions;
- Set a visible and positive leadership example in order to promote empowerment of employees through coaching, mentoring, two-way communications and delegation of decision making responsibility; take necessary steps to anticipate impact of changes and to identify and remove barriers;
- Act as the chief policy advisor to the Mayor and Council and provide Council with advice based on professional standards and best practices;
- Provide leadership in the ongoing identification and tracking of "best practices" (including benchmarking of other municipalities) and latest technology; make recommendations for application to support continuous improvement efforts.

Management

- Oversee the day-to-day operations and procedures of the City under policy direction of Council and in accordance with current legislation and regulations;
- Consolidate and review annual work plans and capital and operating budgets with recommendations to Council for approval;
- Establish procedures to monitor the performance of the City against plan / budget, identifying and correcting as necessary variances from plan / budget;
- Ensure that all high risk, complex situations with potential liability for the City are reviewed and monitored on an ongoing basis;
- Conduct regular reviews and assessments of the programs, services and organization structure of departments using best practice research, evaluating effectiveness of the allocation of responsibilities and authorities, and ensure adequate measurement systems are in place;
- Establish procedures to optimize financial resources, exercise financial control and conduct ongoing reviews on the City's financial position to ensure expectations are being achieved.

Communications

- Establish regular formal and informal communication processes with the Mayor and members of Council regarding all key issues.
- Provide comprehensive advice and reports on City operations and issues to Council, Council Committees and external stakeholders / partners as required.
- Ensure that Council is informed of all high risk, complex situations that have potential liability for the City.
- Communicate Council's directions and priorities to members of the Executive Team.
- Deliver regular periodic briefings of City operations and results to ensure that employees across the City can gain an appreciation of the "big picture" – enhanced visibility across the organization.
- Develop and maintain a contact network covering:
 - Citizen associations / rate payers groups;
 - Key external stakeholders and representatives of development, industry, and trade and professional associations;
 - Counterparts in other municipalities; and
 - Federal and Provincial government officials at the policy and working levels.

PROFILE

The CAO candidate must possess a progressive track record of success in a leadership role within a multi-stakeholder organization. The ideal candidate will have significant and varied leadership and executive experience.

- A strategic communicator; able to adapt and tailor the conversation / presentation to a variety of audiences and contexts; understands the importance of both formal and informal communications.
- Ability to break down organizational silos. Given the many challenges facing the City currently and in the future, the CAO needs to exhibit a strong horizontal style of leadership - lead initiatives across the organization, rather than using the more traditional up and-down approach.
- Talented broker and strategic negotiator in both an "at the table" sense as well as behind the scenes.
- An entrepreneurial, transformational leader who has the ability to vision and explore innovative service delivery models.
- A bold decision-maker, who is not afraid to make a mistake and have the ability to learn from it. Track record as a decision-maker - absolute results oriented and performance driven; links short-term actions and long-term goals.
- Believes in and drives for results and accountability at all levels; pragmatic, believes in delegating responsibility and holding individuals accountable for results/performance; encourages the establishment of high standards and stresses the importance of continuous improvement; is prepared to ask tough questions and address sub-standard performance quickly and effectively; assumes responsibility for decisions / results.
- Excellent interpersonal skills, capable of relating effectively to a diverse range of people, personalities and styles (both internal and external) - demonstrated ability to work collaboratively with stakeholder across the City and in establishing and building relationships with all stakeholder groups; an objective sounding board and voice, able to listen to vested interest groups and make objective recommendations that are best for Guelph; ability to speak the "partners" language, establishing rapport immediately; exhibits a character of integrity and develops trust easily; willingly accepts the trust delegated by Council.
- Exhibits a "boardroom" presence - credible and articulate, able to present and sell concepts and plans to Council, the Executive Team and other external stakeholders.

- Track record of building strong teams; demonstrates the ability to energize, motivate and lead an organization to achieve objectives; demonstrates the ability to build a sense of confidence and consensus, and create a positive and constructive work environment; sensitive to team needs, shows honesty and genuine interest in their concerns, avoids arrogance and defensiveness, develops sound solutions or approaches; requests, listens, and responds to feedback.
- A solid strategic visionary and implementer of plans; experience in the development of strategic plans including developing operational priorities and associated resource allocation requirements - ability to translate strategic vision into plans for implementation and execution.
- Enhanced analytical problem-solving skills; an ability to think critically; a realist who exhibits a common sense approach to problem resolution.
- High energy level, a self-starter who exhibits high adaptability and flexibility to changing systems, conditions, or priorities; responds quickly to requests, meets deadlines and budgets.
- Utilizes a variety of management styles, depending on the situation, with a capacity to facilitate groups through issues; leads by example; action-oriented, generates original and innovative ideas and solutions – a continuous improvement perspective; high tolerance for change.
- Has a solid personal awareness – capacity to build an executive team to capitalize on strengths and minimize limitations.
- Wants to have fun and enjoy their role in the community.

PRELIMINARY CORE COMPETENCIES

- **Leadership**
The ability to create and communicate a vision and engage others in its achievement. It is the ability to demonstrate behaviours that model and support the organization's aspirations and values and ensure its success.
- **Leading Change**
The ability to initiate, facilitate or implement change. Helping staff and stakeholders understand what the change means to them, building a shared vision and providing the ongoing guidance and support which will generate and maintain enthusiasm and commitment to the change process:
- **Strategic Orientation**
The ability to link long-range vision and concepts to daily work. Strategic orientation moves from understanding business fundamentals and strategies to a sophisticated awareness of the impact of the external environment on strategies and how external factors affect choices.
- **Shaping the Organization**
The ability to work effectively within structures, stakeholders and relationships within the City. The ability to identify the decision-makers and the individuals who can influence them and work with them to achieve objectives. The ability to predict how new events or situations will affect individuals and groups both within and external to the City and to utilize that knowledge to achieve the organization's objectives.
- **Relationship Building**
Establishing, building, and maintaining strong and reciprocal relationships and a network of contacts to keep a pulse on the City's, political and internal issues and to make informed decisions. Identifying who to involve and when and how to involve them in order to accomplish objectives and minimize obstacles.
- **Political Acuity**
Dealing with the culture of the City.
Navigating the formal and informal channels and networking with Council, the Executive Team, management groups, the media and the private sector.
- **Innovation**
An effort to enhance performance by being creative, promoting new ideas and introducing new solutions or processes.

- **Customer First Orientation**
A desire to identify and meet/exceed the requirements of both internal AND external customers / clients. Clear emphasis on service to customer groups:
 - Recognizing the variety of “customers” within the City and at all levels of the organization and accommodating their diverse needs;
 - Recognizing the variety of external customers including residents, community groups and other stakeholders.

- **Communication**
High degree of interpersonal skill, tact and diplomacy. Ongoing contact and dialogue with members of Council and various stakeholders at all levels. External contact with external stakeholders and partners, the provincial and federal governments, the media and related organizations to provide and exchange information and solve problems. Able to adapt and tailor the conversation / presentation to a variety of audiences and contexts.

- **Partnering**
Creating an organizational environment that is open to alliances and attracting partnerships. Able to strategically identify and then approach potential partners – understands “what’s in it” for the other partner. Negotiating and managing the strategic nature of alliances and determining when adjustments, fine tuning or termination of partnerships is required.

- **Results Orientation**
The desire or drive to achieve or surpass identified goals. Establishes performance objectives and measures to continuously improve performance and the standard of excellence across the City. Includes innovative or entrepreneurial behaviours.

- **Holding People Accountable**
Ensuring others meet objectives and expectations in an appropriate and effective manner. Ensuring the performance management process is conducted throughout the year. Provides clear direction, appropriate tools, resources and authority to support success.

- **Fiscal Accountability**
The ability to effectively manage and optimize human, financial and physical resources, undertake qualitative and quantitative measurement, planning and control of resources to maximize results.

- **Teamwork**
Being part of a team and working co-operatively with others. "Team" is broadly defined as any task or process-oriented group of individuals working towards a common goal.

GUELPH CAO SEARCH COMMITTEE
MAY 21, 2019
STAKEHOLDER INPUT SUMMARY

The following notes are meant to capture the key themes / points that emerged from individual stakeholder meetings. The summary reflects perceptions of the future: “what’s needed in our next CAO”.

ATTITUDES / ABILITIES

- Broad background
- Optimistic and confident – boardroom presence
- Excellent communicator – verbal and written
- Collaborative / supportive / and transparent
- Innovative and creative
- Measured risk taker
- Delivers results; consultative but not afraid to make decisions
- Transparent and honest; builds trust and respect
- Listens
- High integrity
- Fact based / explores alternatives

LEADERSHIP

- Strong leader; broad background
- Communicates / shares information with staff
- Strategic leader and a strategic communicator
- Visionary; influencer; creates excitement; inspires confidence
- Transformational leader
- Track record as a builder - proactive and forward looking; challenge the status quo
- Creative / innovative - thinks outside the box
- Responsive to Council and that Council objectives are being implemented
- Highly interactive and must be visible
- Must be constantly engaged - ability to engage the Mayor, Council, Executive Team, internal and external groups
- Balanced fiscal understanding / value for money / continuous improvement
- Consensus builder – but able to make the tough decision
- Sets high expectations and builds strong teams
- Able to team build the Executive Team and inspire confidence – one voice / no silos
- Leader who encourages, promotes and identifies strengths - capitalizes on strengths; coaches and mentors; identifies talent
- Not afraid to take bold action

BUILDING RELATIONSHIPS AND PARTNERSHIPS

- A consensus builder
- Internal stakeholder groups:
 - With the Mayor – critical to success
 - Council – political acuity
 - Executive Team
 - Corporate Management Team
- Community and key external stakeholders – be visible:
 - Key external stakeholders
 - The County and area municipalities

CANDIDATE GENERAL EXPERIENCE

- Broad background and experience
- CAO experience not essential; could be #2
- Municipal experience is an asset; broader public sector ok
- Private sector experience would be ok
- Experience / understanding of two-tier systems
- Proven leadership track record is a must
- Change management / culture change experience
- Network / contacts with Provincial and Federal governments
- Financial savvy
- Understands the role differences – Mayor / Council and CAO / staff
- Strong negotiator

CHALLENGES / ISSUES

- Dealing with the Provincial cuts / downloads
- Develop an Infrastructure Deficit Plan
- Creating a sense of stability
- Break down silos - the Executive Team should be cohesive – one voice
- Regular and frequent communications to internal AND external stakeholders
- Engaging key external stakeholders
- Manage growth – with respect to the culture of the community
- Rebuild the relationships with County and Queen's Park
- Eliminate rigidity and "red tape"
- Financial sustainability – maintain the credit rating
- Mayor is FT and Councillors are PT – needs to recognize this and the need for frequent and transparent communications
- Continuous improvement / service reviews / value for money

EXPECTATIONS – FIRST YEAR

- Work with the Mayor and Council to set priorities and directions and understand current Council priorities:
 - Revisit the new strategic plan – particularly priorities for the first year and then update annually
- Develop a new / updated vision – aligned and in concert with Council – where are we going / where should we be in 10 years
- Develop KPIs for Council priority areas
- Gain the respect of Council - develop positive relationships with the Mayor and members of Council; connect with each Councillor
- Get to understand Guelph's culture and community
- Continue financial management / accountability
- Ensure key projects continue moving forward:
 - Baker Street
 - Clair-Maltby Secondary Plan
 - Main Library
 - South End Rec Centre
 - Community Energy Plan
 - Connectivity / Transit
 - Climate – Pathway to Net Zero
- Undertake own organization assessment:
 - assess the City's needs and challenges
 - review service levels and costs
 - present organization options for Council review
 - introduce / make changes
- Reduce red tape and build a customer service mentality and culture
- Visibility / building stakeholder relationships:
 - Internally with:
 - The Mayor and Council
 - Executive Team and staff
 - Externally with:
 - Key external stakeholders / potential partners; at appropriate events and bring them to the table
 - The County and neighbouring municipalities
 - Provincial and Federal governments