

CORPORATE POLICY AND PROCEDURE



POLICY	CAO Procedure for Hiring and Position Profile
CATEGORY	Departmental
AUTHORITY	Human Resources
RELATED POLICIES	Procedure for Hiring the CAO, Delegation of CAO Duties, CAO Employment Policy, CAO Employee Agreement Template

PURPOSE

The purpose of this policy is to establish the procedure for the hiring of the Chief Administrative Officer; including the CAO Position Profile and core competencies.

Procedure for Hiring the Chief Administrative Officer:

1. The recruitment of a CAO reporting to Council will include a thorough and comprehensive analysis of the position requirements and a thorough assessment of the skills, experience, knowledge and qualifications of both *internal* and *external* candidates.
2. The Search Team will consist of the Mayor and four Chairs of the Standing Committees, or delegates, to a maximum of 6 individuals (i.e. the Mayor, Chairs of four Standing Committees and optional community member) Due to the importance of this position to the City of Guelph, consultation with the Executive Team, City staff and community stakeholders may be initiated and incorporated into the recruitment and selection process
3. The recruitment process will be determined by the Search Committee with the assistance of a recruitment consultant and/or recruitment search firm. The position will be advertised both internally and externally.
4. Based on the results of an RFP, the Search Committee will recommend a preferred recruitment consultant and/or recruitment search firm to Council for approval. Selection of a recruitment consultant and/or recruitment search firm will be consistent with the City of Guelph's purchasing policy.
5. The recruitment consultant and/or recruitment search firm will screen prospective candidates and develop a short list of candidates to be interviewed by the Search Committee.
6. Appropriate further testing and evaluations as required will be completed, along with reference verification.

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7. Based on the results of testing, evaluation, reference checking and input and evaluation, the Search Committee will make a recommendation on a preferred candidate to Council.
 8. A summary of the process, the overall evaluations of all candidates and the final decision will be presented by the Search Committee to Council prior to offering the position to the candidate.

CHIEF ADMINISTRATIVE OFFICER POSITION 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 and exhibits 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 stakeholders across the City and in establishing and building relationships with all stakeholder groups; and 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.

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- 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 and 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 common 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 – has a sense of humour.

CORE COMPETENCIES

- **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.

- **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.

- **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.

- **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 Community 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.

- **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.

- **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 or partnerships is required.

- **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.

- **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 or individuals working towards a common goal.