

**OCTOBER 24, 2024**

**COUNCIL REPORT**

**REPORT NO. CC-028-2024**

**CHIEF ADMINISTRATIVE OFFICER SELECTION PROCESS**

**KIMBERLY LITTLE  
DIRECTOR OF CORPORATE SERVICES**

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**RECOMMENDATIONS**

**THAT** Council provides staff with four (4) names from Council, along with the current Warden to serve as the CAO Selection Committee on behalf of Council; and

**THAT** the CAO Selection Committee provides several potential times for the CAO Selection Committee within ten (10) days to review; OR

**THAT** the CAO Selection Committee delegates the selection RFP tenders to Administration; and

**THAT** the Terms of Reference as attached to Report No. CC-028-2024 be adopted.

**FINANCIAL IMPLICATIONS**

Executive Search firm fees are typically calculated as either a percentage of the salary of the first-year base salary, with a range customarily in the twenty (20) to thirty (30) percent range (%), or a retainer fee plus expenses. The Chief Administrative Officer has a salary range of \$196,450 - \$233,760 per the 2024 Non-Union wage grid.

The estimated fees for this search are estimated to be within the range of \$39,450 to \$70,000 with the majority of costs being expected in 2025 at the conclusion of the selection process.

### **CLIMATE CHANGE IMPLICATIONS**

Where candidates for this search may reside in varying geographic locations, Administration suggests we offer virtual meeting options in the first round of selection to avoid environmental impacts of travelling in meeting with candidates.

### **ACCESSIBILITY CONSIDERATIONS**

As a sophisticated employer we are prepared and equipped to be able to respond to any requests or questions from candidates regarding any personal accommodations that may need to be considered as part of this process.

### **COMMUNICATIONS CONSIDERATIONS**

Regular updates will be made available through Council updates, and corporate communication activities will be utilized towards the end of the process in communicating the successful completion of the search.

### **BACKGROUND**

In August 2024, Council and Mr. Callery arranged through a mutually negotiated agreement to conclude to his term as Chief Administrative Officer (CAO) and opted to undertake a search for a new C.A.O. Ms. Tutak was appointed Interim CAO to fulfill the duties of CAO until such time as a permanent replacement is secured.

In late 2020 Council conducted a similar search to replace a departed CAO. A Selection Committee was created with three (3) members of Council being appointed and participating on behalf of Council. The Selection Committee, working with the search firm, reviewed and created a shortlist of nine (9) candidates for initial screening; with three (3) second round interviews being conducted with all of Council before ultimately deciding on a single candidate. The search firm was also responsible for negotiating the final terms of the compensation package and conducting the proper references.

## **DISCUSSION/ALTERNATIVES**

**Selection Committee.** With direction from Council, Administration is proposing the Selection Committee be established with the current Warden sitting as Chair, and four (4) other members being selected amongst Council, with one being appointed Deputy Chair of the committee.

**Vendor Selection.** Administration has received the Proposals from all five of the prequalified executive search firms, and is ready to share the packets with the Selection Committee to evaluate and determine the search partner in this recruitment. Alternatively, Council may choose to delegate this decision to Administration if it is deemed appropriate.

**Process Overview.** With the selection of an executive search firm, the following process is a generalized overview of an executive recruitment process:

- 1) Screening Process: Establish the steps within screening/selection procedure and codify the process with the search firm that will become the briefing document that will be shared in communicating to candidates.
- 2) Long List Presentation: The search firm is then responsible for talent sourcing and screening of potential candidates to create a "long-list" of people to be presented to the Selection Committee for determining those selected for a first stage interview.
- 3) Short List Determination: With the creation of a "short-list" of candidates to be interviewed formally and as determined by the Selection Committee, the Selection Committee will then need to build interview questions for meeting with candidates with the search firm.
- 4) 1<sup>st</sup> Stage Meetings: Conduct interviews and determine successful candidates for the next stage of the process.
- 5) 2<sup>nd</sup> Stage Meetings / Presentation: This stage of interview is typically reduced to two (2) candidates but is not uncommon to include a third if warranted. This stage could be a second question and answer interview and or predetermined presentation topic to determine preferred candidate for final selection.

- 6) References & Negotiations: With the determination of the preferred candidate, it is recommended that Council enter into negotiations with the preferred candidate while conducting a simultaneous reference check using the search firm as the point of contact for both activities.
- 7) Acceptance & Onboarding: At the successful conclusion of the negotiations the transition process will be defined and the standard corporate processes for onboarding and communications will assume coordination of the onboarding and other technical details of beginning employment.
- 8) Setting Objectives & Performance Evaluations: Upon the start of employment of the new CAO it is customary to establish organizational goals and priorities that are codified within a document for transparency and accountability within the first months of the new role.

Due to the nature and scope of this position, it can be expected that this search could take between five (5) to seven (7) months from the time of initiating the interview process to the successful completion of the onboarding process.

## **ATTACHMENTS**

- A – Terms of Reference, CAO Selection Committee
- B – Scope of Work for Executive Search Firm

The report set out above has been reviewed and the information verified by the individuals listed below.

**KIMBERLY LITTLE**  
**DIRECTOR OF CORPORATE SERVICES**

**OCTOBER 17, 2024**  
**DATE**

**PAT HUFFMAN**  
**TREASURER**

**OCTOBER 17, 2024**  
**DATE**

**ALISON TUTAK**  
**INTERIM CHIEF ADMINISTRATIVE OFFICER**

**OCTOBER 17, 2024**  
**DATE**

## **Attachment A – Terms of Reference, CAO Selection Committee**

### **Purpose of the Committee:**

The purpose of the CAO Selection Committee is to ensure the efficient and effective recruitment and selection of a new Chief Administrative Officer for the United Counties of Leeds and Grenville.

### **Membership:**

Council shall appoint a CAO Selection Committee comprised of:

- The Warden and four (4) members of Counties Council
- If, upon the selection of the new Warden in December 2024, the newly elected Warden is not already a member of the Committee, they will become a member
- Members shall be appointed in accordance with the Counties approved procedures

### **Meetings:**

The Committee will,

- appoint a Chair and Vice-Chair;
- meet as required to complete the CAO selection process; and
- follow accepted practices for municipal meetings as outlined in the Counties procedural by-law.

### **Duties of the Committee**

1. Review and evaluate Proposals for the selection of an Executive Search Firm and provide recommendation to Council on the engagement of the Firm.
2. Work with the Executive Search Firm to undertake a fulsome search for a new CAO, and provide direction as required.
3. With the assistance of the Executive Search Firm, short-list and interview candidates for the position of Chief Administrative Officer.
4. Recommend to Counties Council the top candidates for a final interview with full Counties Council.

### **Resources to the Committee**

The Manager of Human Resources will provide human resources advice to the Committee. The County Clerk or designated Deputy Clerk, will provide administrative and clerking responsibilities to the Committee.

## **Attachment B – Scope of Work for Executive Search Firm**

As a prequalified Executive Search firm for the Counties, you are invited to submit a brief proposal to provide the following services. Your proposal should not exceed five (5) pages in length.

The successful proponent will provide the following services:

- a) Provide a search strategy to identify and recruit a qualified and suitable candidate for the position of Chief Administrative Officer (CAO). The strategy will include:
  - A schedule for recruitment – review, interview and selection;
  - A national search, including the preparation of a job announcement and application process, production of advertising materials, recruitment/candidate sourcing using a variety of appropriate resources including targeted, personal recruitment of potential candidates;
  - Review and screen applications, including verification of credentials, qualifications and recommendations.
- b) Work with a sub-committee of Counties Council, called the CAO Selection Committee.
- c) The CAO Selection Committee will review the successful proponent's initial list of candidates to be interviewed in order to develop a preferred "short list". The successful proponent must disclose any relationship with any candidate and any actual or perceived conflict of interest.
- d) Interviews will be conducted of the short-listed candidates by the CAO Selection Committee.
- e) All of Council will participate in the interview(s) of the candidates advancing from the short-listed interviews.
- f) The successful proponent will coordinate, participate in, and attend the interview process with both the Committee and Council, assist in preparing interview questions, provide coaching on recruitment and interviewing as well as other techniques to evaluate candidates.
- g) The successful proponent will conduct reference checks of Council's preferred candidate.
- h) The successful proponent will negotiate a job offer with Council's preferred candidate.
- i) The successful proponent will notify unsuccessful candidates.
- j) The successful proponent will prepare and provide background material for Reports to Council as required and requested.
- k) The proposed Job Description for the Chief Administrative Officer is attached hereto.