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Date: April 16, 2020
To: Mayor and Council
Author: Jennifer Galea, Human Resources Manager
RE: CAO Recruitment
Report No.: CS-2020-09

AIM

To obtain council approval on the CAO job description, establishing a Hiring Committee and to allow the HR Manager to initiate the recruitment process.

BACKGROUND

On March 3, 2020, the CAO position became vacant at the Town of Kingsville. On April 6, 2020, a draft revised job description for the CAO (Appendix 'A') was presented at the Personnel Committee Meeting for comment and review.

In the past, the recruitment process consisted of a job posting, interviews, and reference and background checks. At this time, Administration anticipates the CAO recruitment will take 4 to 6 months from the time of the job posting to the first day the successful candidate starts work.

The last time the CAO position was filled (February 2016) the hiring committee was comprised of the Mayor, Deputy Mayor, one Councillor, and two members of administration from the County of Essex, being the CAO and HR Manager. The hiring process at that time consisted of interview, a report, and presentation to the Hiring Committee and reference checks. The Committee at that time was called a Search Committee and they were compensated \$100 per meeting.

DISCUSSION

At the Personnel Committee meeting on April 6, 2020, an amended job description was presented by the HR Manager for review. This job description was created based on the education, job knowledge and job responsibilities of a CAO. At this time, Administration is

seeking comment from Council regarding any additional changes to the job description and Council's adoption of the job description so the hiring process can move forward.

The Town has a vested interest in ensuring that the successful candidate for the position is recruited and as such is proposing the establishment of a CAO Hiring Committee (the "Committee"), consisting of the Mayor, Deputy Mayor and a Member of Council with assistance of the Town's HR Manager. The Director of Corporate Services and Director of Financial Services are currently tasked with the CAO responsibilities. Both Directors have indicated they will not be applying for the CAO position, but advised they would assist the Committee if Council wished for them to be involved similar to the involvement of the County CAO during the last recruitment cycle. In the interest of ensuring the transparency and integrity of the recruitment process, assistance by those Directors would preclude both of them from applying for the position.

The Committee and members of Administration that have access to confidential information collected/created during the hiring process must execute a confidentiality agreement (attached as Appendix 'B') at the outset of the process.

Recruitment Plan

There are several options that Council can choose from as it relates to the CAO recruitment process, below is a breakdown of the process for each option:

- **Option 1- Internal Recruitment with External Testing**

This option will have all aspects of the recruitment process completed internally by the HR Manager, with some assistance from an external third party for testing. Some of the internal processes that will be created will be the job posting, scoring matrix, interviews, report and presentation requirements and reference checking.

- The HR Manager will complete the job posting for the CAO position and post internally and externally for approximately 4 to 6 weeks. Resumes will be submitted to the HR Manager, who will provide a copy to the Committee for review and scoring.
- The Committee will conduct all interviews and scoring. Candidates may be brought back for additional interviews if the Committee requires it.
- Once the Committee has selected their preferred candidates, the HR Manager will conduct reference checks and a third party will engage the candidates in a psychometric testing, which will include a follow up report for review. An external third party will also be required to complete a second set of reference checks.

- **Option 2 External Recruitment with HR facilitation**

This option will have all aspects of the recruitment process completed by an external third party and the HR Manager will be utilized for facilitation of the recruitment. The Committee will be able to select the third party to complete the

recruitment. The recruiter will meet with the Committee to determine and establish the criteria Council is looking for in the next CAO.

- The recruiter estimates that it would take 3 to 4 months for the search to be completed, given the current conditions.
- The recruiter will complete the job posting for the CAO position and post internally and externally for approximately 6 to 8 weeks. Resumes will be submitted to the recruiter, who will provide at minimum the top 10 resumes to the Committee for review and scoring.
- The recruiter will also reach out to their network and contact potential candidates that may not be actively looking for employment to ensure the Town has a comprehensive list of applicants.
- The Committee will conduct all interviews and scoring, with the assistance of recruiter. Providing the interview questions and scheduling interviews. Interviews will be set up at the discretion of the Committee. The HR Manager will facilitate and liaise between the recruiter and the Committee.
- Once the Committee has selected their preferred candidate(s), the recruiter will conduct reference checks and will engage the candidates in a psychometric testing, which will include a follow up report for review.
- In the normal course, recruitment firms provide a 12 month guarantee. If, within 12 months of hiring the candidate does not work out, or if the candidate leaves, the recruiter will provide recruiting at no additional charge.
- This option can range between \$40,000 and \$60,000 depending on the starting wage of the candidate. Additional, expenses are variable, which can include travel and accommodation, advertising, and assessments.

Both options will require the Committee to be involved in the entire process. This includes the Committee providing updates to Council as may be necessary and making a recommendation for hiring. The impact on cost is less with option one, but will involve more staff and Committee time, the second will be at a higher cost but will be less involvement from staff time and may shorten the process.

LINK TO STRATEGIC PLAN

Effectively manage corporate resources and maximize performance in day-to-day operations.

FINANCIAL CONSIDERATIONS

The anticipated range of cost to hire this position will be anywhere from:

Option 1- Internal Recruitment with External Testing: the range of this recruitment will be \$10,000 to \$15,000 which includes advertising, and personality testing and external

reference checking of the top candidates. This also includes any possible transportation and accommodations for interview candidates that may be from outside of the region.

Option 2- External Recruitment with HR assistance and facilitation: the range for this option is from \$40,000 to \$57,500.00, the difference in costing is in relation to the wage the applicant will start at in the salary range i.e. 80,85,90,95 or 100%. Additionally, this amount does not include ancillary expenses, including travel and accommodation, advertising, and assessments. This does not capture any internal staffing costs required in this process.

Additional costs that present in both options will be the cost of the Committee attending any meetings relating to the hire of the CAO if Council recommends compensation for the Committee members at \$100 per meeting.

CONSULTATIONS

Director of Corporate Services
Director of Financial Services
Senior Management Team
Recruitment Firms

RECOMMENDATION

That Council approves the updated job description for the CAO;

And That Council approves and confirms the Hiring Committee and compensation for the CAO position;

And That Council provide direction to the HR Manager to move forward with the recruitment process either internally through the HR Manager or an external Recruiter.

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