

**CITY OF VAUGHAN
EFFECTIVE GOVERNANCE AND OVERSIGHT TASK FORCE
AGENDA**

Wednesday, April 14, 2021

5:00 p.m.

Electronic Meeting

Vaughan City Hall

	Pages
1. CONFIRMATION OF AGENDA	
2. DISCLOSURE OF INTEREST	
3. COMMUNICATIONS	
4. DETERMINATION OF ITEMS REQUIRING SEPARATE DISCUSSION	
1. REVIEW OF CITY OF VAUGHAN MANAGEMENT BY-LAW 100-2002 By-law with respect to the above is attached for discussion.	2
2. RESEARCH ON CITY MANAGER RECRUITMENT PRACTICES Attachment 2 with respect to the above.	9
3. REPORT FOR DISCUSSION ON CITY OF VAUGHAN COMMITTEE STRUCTURE Attachment 3 with respect to the above.	19
5. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION	
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7. NEW BUSINESS	
8. ADJOURNMENT	

THE CITY OF VAUGHAN

BY-LAW

BY-LAW NUMBER 100-2002

A By-law to provide the terms and conditions for the employment of Officers and Servants of the City of Vaughan (Management By-Law).

Council of The Corporation of the City of Vaughan ENACTS AS FOLLOWS:

1. That subject to By-law 119-76 (the CAO Appointment By-law), Council of The Corporation of the City of Vaughan shall appoint such officers and servants as may be necessary for the purposes of the Corporation or for carrying into effect the provision of any Act of the Legislature or by-law of the Council, and for fixing their remuneration and prescribing their duties and the security to be given for the performance of them.
2. And That the terms and conditions of employment for all employees of The Corporation of the City of Vaughan shall be in accordance with Schedule A, including salaries as shown on Schedule "1" of Schedule A for the year 2002, which shall be deemed to come into effect on January 1, 2002, which salaries shall be phased in, in accordance with Schedule "B" attached hereto.
3. And That the provisions of this By-law shall not effect any Collective Agreement, between the Corporation and a legally constituted Trade Union, or employees represented by such Trade Union.
4. And That City of Vaughan By-Laws Nos. 60-2000 and 99-2002 be and are hereby repealed.
Schedules A and B attached hereto, form and are part of this By-law.

READ a FIRST, SECOND and THIRD time and finally passed this 15th day of April, 2002.

Mayor

J. D. Leach, City Clerk

SCHEDULE "A" TO BY LAW 100-2002

1. PROBATION

- 1.1 All employees hired by the Corporation shall be on probation for a period of six-months commencing with the date of hire.

2. SALARY ADMINISTRATION

- 2.1 An employee will receive a written performance evaluation at the end of the six (6) month probation period. Employees shall receive a one (1) level increment following successful completion of the probation period and upon a satisfactory performance evaluation with the department head's recommendation to the City Manager/Deputy City Manager, who have the authority to grant such increment.
- 2.2 Progressive salary increments shall continue on an annual basis as determined through the 'STEPS' on the salary schedule, attached as Schedule 1 (2002) hereinafter called the Salary Schedule. Increments are effective on the employee's anniversary date upon completion of a satisfactory performance evaluation and annually thereafter until the employee reaches job rate on the salary schedule.
- 2.3 Attainment of job rate on the salary schedule shall mean the employee is 'FULLY COMPETENT' 'FULLY COMPETENT' means: the employee consistently meets the required performance level expected in the job.
- 2.3.1 The start rate for new employees shall be determined by the appropriate Commissioner and Director in consultation with the Human Resources Department. The start rate is subject to the approval of the City Manager/Deputy City Manager where no agreement is reached. Progression from the entry level on the salary schedule to subsequent salary levels will be in accordance with the procedure outlined above.

3. POSITION CLASSIFICATION

- 3.1 Classification of positions will be determined using the following criteria:

- skill
- effort
- responsibility
- working conditions

This information is provided through the official job description, augmented by the job description questionnaire.

- 3.2 Job descriptions are developed by the Human Resources Department from information provided by management staff in the relevant department. Questionnaires are completed by any incumbent in the position and approved by their Director.

4. POSITION RECLASSIFICATION

4.1 Reclassification of positions will be conducted as a result of changes to the job or a broadening of responsibilities within the scope of the job. The procedure is as follows:

- A formal written request will be made to the Human Resources Department with substantiation by the appropriate Director as to the reasons why a position reclassification is warranted.
- A questionnaire will be completed by the incumbent and approved by their Director.
- A revised job description will be compiled in the Human Resources Department including securing the necessary approvals to deem the job authorized.
- An internal job evaluation committee will be convened to re-evaluate the position utilizing the supporting documentation.
- The result of the job evaluation will be conveyed to the appropriate Director.
- The effective date of any change in the salary grade of the re-evaluated position will be effective the date the job description was authorized by the City Manager/Deputy City Manager or nine (9) months following the date of the request.
- The result of the evaluation meeting will be included as an information item to Council in the semi-annual report.

5. HOURS OF EMPLOYMENT

5.1 (a) The hours of employment shall be a minimum thirty-five hours per week, normally between the hours of seven a.m. and six p.m.

(b) Notwithstanding paragraph (a) for management staff supervising employees within the hourly rated bargaining unit, the hours of work shall be a minimum of forty hours per week, normally between the hours of seven a.m. and six p.m.

6. PAYMENT FOR AUTHORIZED OVERTIME

6.1 Grade 5 and Below:

For authorized hours worked beyond thirty-five hours, employees will be paid at time and one-half. Overtime worked may be taken as straight time off, instead of being paid, but such time must be taken off at a time suitable to their Supervisor. Time so accumulated must be taken off within six months of when actually earned.

6.2 Grade 6 and Above:

In lieu of overtime pay, employees shall be entitled to five days off per year. These five days are effective once the employee has worked thirty-five hours of authorized overtime within the calendar year. Overtime is to be monitored during the calendar year and the five days must be taken in the year in which they are accumulated. The five days are non-cumulative.

7. VACATIONS

Employees who have completed their probationary period shall be entitled to an annual vacation with

pay in accordance with the following provisions:

- (i) Vacation entitlements shall be calculated by length of service on an employee’s anniversary date. Employees with less than one year’s service shall receive vacation with pay of one and one-half days for each month of service to a maximum of fifteen days.
- (ii) Employees with more than one year’s service shall receive an annual vacation with pay of three weeks (fifteen days)
- (iii) Employees who have completed five years of service shall accumulate annual vacation with pay in accordance with the following schedule:

<u>Years of Completed Service</u>	<u>Number of Days</u>
5 years	16 days
6 years	17 days
7 years	18 days
8 years	20 days
9 years	20 days
10 years	21 days
11 years	22 days
12 years	23 days
13 years	24 days
14 years	25 days
25 years	30 days

- (i) The City Manager, Deputy City Manager, Commissioners and Directors are entitled to four weeks vacation upon being hired. The vacation entitlement is eligible for use upon completion of the probation period unless approved by the City Manager/Deputy City Manager. Upon completion of ten years service, they shall accumulate annual vacation with pay in accordance with the following schedule:

<u>Years of Service</u>	<u>Number of Days</u>
10 years	25 days
12 years	27 days
13 years	29 days
14 years	30 days
25 years	35 days

- (v) Vacation accrued at the anniversary date in any year must be used prior to the anniversary date of the following year with the exception that not more than two weeks (10 days) per year may be retained and accumulated by employees; provided that every effort must be made to ensure that banked vacation days do not exceed 12 weeks (60 days).

- (vi) Employees shall be entitled to their vacation in an unbroken period wherever possible, subject to operational requirements, provided that a vacation in excess of fifteen working days (3 weeks) shall require the approval of the immediate supervisor.

8. Statutory and City Declared Holidays

All employees shall be entitled to the following holidays with no loss of pay:

New Years Day	Civic Holiday
Good Friday	Labour Day
Easter Monday	Thanksgiving Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

In addition, employees shall be entitled to one half day before Christmas and one-half day before New Years Day. Should any of the above holidays fall on a Saturday or Sunday, the Monday or Friday may be considered as the holiday.

In addition to the above, employees who are actively employed during January and February are entitled to one floating holiday provided it is taken between March 1st and December 31st in the same year.

In the event that an employee is required to work on any of the above days or half days, overtime provisions shall apply.

9. LEAVE OF ABSENCE

Sick Leave

New employees shall have placed to their credit, ten sick days, which may be drawn upon during probation. Upon successful completion of the probationary period an additional fifty days shall be placed to the employee's credit, which may be drawn upon in the event of an illness.

After three years service, sick leave accumulation shall increase on the basis of one and one-half days per month of employment, i.e. eighteen days per year.

Paid time off will be granted to full-time employees to the limit of their accumulated sick leave or until the commencement of Long Term Disability (LTD) benefits. LTD benefits shall be available after an elimination period of one hundred and twenty (120) calendar days. However, an employee may elect to use their accumulated sick credits to a maximum of six months prior to the commencement of LTD.

An employee shall not accumulate sick leave credits or vacation credits while claiming and receiving LTD benefits.

An employee shall produce proof of sickness for any absence in the form of a medical certificate if so required by the Corporation. All unused sick leave may be accumulated to the credit of an employee.

No employee shall have any vested interest in sick leave accumulation and no employee shall receive any payment because of unused sick leave. An employee shall not accumulate sick credits or

vacation credits while absent because of illness.

Rehabilitation

Any employee on LTD who participates in a rehabilitation program shall have their LTD payments (75% of gross salary) augmented by five percent for each full day worked, within a work week, up to a maximum of 25% of gross salary for a five day work week.

Personal Leave

Employees, who require time off from work for unforeseen personal needs, may with the approval of their Supervisor use up to a maximum of five accumulated sick days per year for such purposes.

Employees observing Religious Holidays or Cultural Holidays not recognized elsewhere in this By-Law and requiring time away from work may use 'personal leave days' for this purpose.

Bereavement Leave

In the event of a death within the immediate family of an employee, the employee shall be entitled to time off with pay up to five days in order to make arrangements for or attend at the funeral. Immediate family includes mother, father, spouse, child, sister, brother, mother-in-law, father-in-law, stepmother, stepfather, ward or guardian. Employees will be granted one days' leave on the same basis in the event of the death of a grandparent, grandchild, sister-in-law, brother-in-law, niece or nephew.

Leave of Absence With or Without Pay

The Corporation may grant a leave of absence to any employee for personal reasons upon appropriate terms and conditions as approved by the appropriate Commissioner/Director.

Leaves of absence in excess of three months' duration must be authorized by the City Manager/Deputy City Manager.

Pregnancy and Parental Leave

Pregnancy and Parental leave shall be granted in accordance with the provisions of the Ontario Employment Standards Act, to a combined maximum of one year, with the maximum of either pregnancy or parental leave being six months.

10. BENEFITS

The Corporation will provide the following paid benefits:

- Employment Insurance
- Workplace Safety Insurance
- Employer's Health Tax
- Canada Pension Plan
- Life Insurance and Accidental Death and Dismemberment Insurance
- Hospital Room Coverage
- Extended Health Care Coverage including vision care and prescription drugs

Dental Insurance Coverage

The Corporation may adjust the level of benefits and change carriers from time to time.

11. PENSIONS AND RETIREMENT

Pension benefits will be provided in accordance with the provisions of the Ontario Municipal Employees Retirement Systems Act 1961/1962 (OMERS).

No employee may remain in the employment of the Corporation beyond their normal retirement age (NRA 65) as prescribed in the Act unless approved by the City Manager/Deputy City Manager.

12. TRANSPORTATION

The Corporation will provide the City Manager, Deputy City Manager and the Commissioners with a City vehicle as a taxable benefit including license, fuel, insurance, maintenance and repairs. The type of vehicle provided will be in accordance with the City's procurement policy.

The Corporation will provide City-owned vehicles to be made available on an as needed basis for those Directors who are required to travel during the normal course of their work activities.

Kilometre rates reimbursed to employees using their personal vehicles on Corporate business shall be as follows:

- Current rate for the Private Transportation Index component of the Consumer Price Index of Canada (currently .37 cents per kilometre) for all work related mileage where the total of such mileage does not exceed 1,000 kilometres per year.
- An additional .10 cents per kilometre for all work related mileage where total of such mileage does exceed 1,000 kilometres per year.

13. INCENTIVE

An incentive payment will be available to those management/non-union staff that qualify under the following criteria:

- A special circumstance arose during the year that required the employee to provide service/duty over and above the normal course of his/her responsibilities
- The special circumstance required extraordinary performance on the part of the employee
- The achievement on the part of the employee was deemed valuable and necessary to the corporation
- Examples of these circumstances would include: a labour strike, a weather disaster, an environmental catastrophe, a major loss of staff resources, etc.

The incentive payment would be to a maximum of five percent (5%) of the employee's annual salary. The payment would be made upon the authorization of the City Manager. The incentive would be a lump sum payment to recognize the performance of the employee during the special circumstance and would not affect the employee's placement on the salary schedule.

DATE: April 14, 2021

TO: Councillor Carella, Chair of the Effective Governance and Oversight Task Force (EGOTF)

FROM: Christine Gianino, Chief Human Resources Officer

RE: **Research on City Manager Recruitment Practices**

Background

In April 2021, the Office of the Chief Human Resources Officer was requested by Councillor Carella, Chair of the Effective Governance and Oversight Task Force (EGOTF), to conduct research and gather data on best practices from local municipalities relating to the recruitment of the City Manager position and to report back to the EGOTF. Specifically, Councillor Carella has asked questions with respect to best practices on recruitment processes for CAOs and Council's level of involvement, as well as other determinant factors in arriving at the employment contract.

City of Vaughan's Current Recruitment Practices

The City of Vaughan's recruitment practices are guided by the [Recruitment Policy \(HR-021\)](#) and [Recruitment and Selection Guidelines](#), which ensures that the candidate selection process is consistent throughout the organization, and satisfies legal requirements and conditions set out by the Corporation's collective agreements and applicable legislation. In addition, recruitment practices for the City Manager and other senior level positions are often augmented by using an executive search firm. Executive search firms enable the City to utilize a specialized skillset, and have industry-specific knowledge and expertise, and vast networks across many sectors, which enables the City to broaden their reach to ensure that the best qualified candidate is sourced and selected.

Generally, once a candidate is selected by Council, the Office of the Chief Human Resources Officer would negotiate and prepare the employment contract, based on the City's Management Bylaw 100-2002, and the City Manager Bylaw 403-2003, as amended. In the course of the negotiations, the Chief Human Resources Officer may seek direction from Council on the terms of the contract, and Council is free to approve contractual terms that may be different from the Management Bylaw as Council sees fit (e.g. probationary period). Once Council has approved the terms and conditions, the contract is reviewed and signed-off by the Mayor, and executed by the Chief Human Resources Officer. The Office of the Chief Human Resources Officer then begins the onboarding process, such as coordinating the required paperwork and ensuring the City Manager is provided with the City's policies, procedures and all other relevant information.

The search for the City of Vaughan's current City Manager commenced in March 2020. The Corporation retained the services of WMC, a recruitment search firm that was responsible for identifying and attracting executive talent. Four (4) Council members sat on the first selection panel, with the shortlisted candidates interviewed and selected by all members of council. In July 2020, Jim Harnum was appointed by Council as the City Manager.

OMAA and OMHRA Best Practices

The Ontario Municipal Administrators Association (OMAA) and the Ontario Municipal Human Resources Association (OMHRA) have prepared [CAO Employment Guidelines](#), to ensure that a consistent and orderly process is in place, and to enhance the ability of Council and their CAO to work together to deliver good governance for Ontario Municipalities and its residents. This guide seeks to provide guidance on recruitment and selection, mutual agreement on roles and responsibilities, clear terms of employment, and, performance review and development process. The scope of the research conducted focuses on the following areas:

Recruitment and Selection

In many municipalities, the CAO or City Manager (CM) is the only position that Council is directly responsible for recruitment and performance management. The CAO is then accountable for all other positions within the City. The CAO/CM is hired to ensure that strategic priorities which are determined and developed by Council, are implemented through the administration and is ultimately accountable to the Mayor and Council in ensuring the strategic priorities are delivered.

Determining Council's Role in the Recruitment Process

1. Selection committee of Council:

- Creation of a smaller committee of Council and delegation of recruitment and selection processes.
- Typically consists of the Mayor and chairs of standing committees, or through nominating members of Council.
- Works best for Councils with more than five members.
- Selection committee will conduct the interviews and bring recommendations back to Council for approval.

2. Council as a whole:

- All Council members participate in the recruitment and selection process.
- Works best for Councils with less than 5 members.

3. Council delegation to the Mayor:

- Council may delegate sole authorization to the Mayor.
- Not as inclusive as the other options and works in opposition of the *Municipal Act*, which indicates that Council may appoint a CAO.

Council Resources for Recruitment

The following options provides Council with expert guidance on the recruitment of a CAO:

1. Executive Search Firms

- Seeks out candidates through passive recruiting, i.e., candidates not actively searching for a job
- Contracted through an RFP process and must meet set requirements.
- Firms handle the logistics side of recruitment, and help screen prospective candidates, develop short lists to be interviewed by appropriate Council members, coordinate and participate in interviews, conduct reference and background checks and provide further evaluation as required.
- Firms are utilized as they boast vast networks of contacts, and may already have a database of potential candidates

2. Independent HR Consultant or CAO Recruitment Specialist

- Utilizes similar recruitment and assessment strategies as an Executive Search Firm
- Consultant should have proven experience and success within this area of recruitment

3. Internal HR Consultant

- Utilize in-house HR department, with recruitment done by the Chief Human Resources Officer.
- Typically used when the municipality is trying to save on expenses.
- Downside to this method is that reaching a wider pool of candidates is not as easy as the latter methods.
- If internal positions do not exist, organizations can reach out to comparator municipalities to seek HR support.

Offer of Employment

Employment contracts provide a basis for determining performance expectations, outlines roles and responsibilities of each party, and provides for a degree of structure, clarity and transparency, and fairness and equity. Aspects of the employment contract are subject to vary due to the negotiable nature of the agreement and considers the

organizations current and past practices and policies, affordability, and the willingness of Council to attract a quality candidate. The following items are typically up for consideration:

1. Duration of contract

- Typically, between three to five years, with some subject to annual renewal.
- The more restrictive a contract, the less likely the organization is to attract a quality candidate.

2. Salary

- Typically determined through market comparisons.
- Starting salary is subject to negotiation between CAO and municipality.
- Options for consideration:
 - i. Fixed salary for duration of contract.
 - ii. Starting salary with increases following non-union salary schedule.
 - iii. Eligibility for any Council-approved increases.
 - iv. Increase salary equal to employers' portion of OMERS contribution.
 - v. Cash in lieu of benefits where the CAO already has a benefit program.

3. Non-salary contract options

- Vehicle lease may be an option to monthly automotive allowance.
- Moving allowance to entice CAO to move to municipality.
- Vacation and overtime determined based on current policies for vacation and overtime.

4. Termination

- Termination without cause must be explicit and detailed so that both parties are aware of payments that will follow; follows ESA standards, severance provisions and common law requirements.
- 12 months' notice is the typical minimum.
- 12 months' notice plus one month for each completed year of service to a maximum (typically 18 – 20 months).
- If termination without cause occurs within the first year, balance would be paid out as severance. If termination follows the first year, sliding scale used to represent severance payments.

5. Independent legal advice

- Contract is a legal binding document and CAO must be provided with opportunity to seek out independent legal advice.
- Consideration for using independent legal counsel to negotiate terms and conditions, or CHRO as both have sufficient knowledge of employment law.

Local Level Municipal Practices

The Office of the Chief Human Resources Officer conducted a market review contacting 33 local municipalities to understand current practices and procedures when recruiting for a City Manager/CAO. Information gathered was dependent upon survey participation and 7 responses were received. Individual municipal practices and procedures for the 7 respondents is attached as Appendix A.

Recruitment practices, policies, and procedures vary by municipality; however, Council's involvement and approval of selection process for a City Manager/CAO is consistent. Based on the information gathered, Mayor and Members of Council are involved at various stages of the hiring process for a City Manager regardless if the recruitment is conducted in-house or through the use of an executive search firm.

The areas that remain unclear and inconsistent among the responses is the application and duration of a probationary period, as well as applicable policies to ensure good governance as it relates to political interference. Although this information remains unclear from the locals identified, the Ontario Municipal Administrators Association (OMAA) and the Ontario Municipal Human Resources Association (OMHRA) has identified best practice where the performance of a City Manager should be reviewed at minimum on an annual basis. Further, where an Ethical Code of Conduct for Members of Council is silent Council's involvement and conduct during a recruitment process, *The Municipal Act, 2001* remains the primary source of regulation for municipalities and provides the basis for good governance.

Conclusion

This report summarizes and compares the City of Vaughan's current policies, procedures, and practices to that of other local municipalities, and outlines what the OMAA and OMHRA best practices are with respect to CAO Employment Guidelines. Based upon the analysis, the City of Vaughan appears to be in alignment with best practices, as the organization utilizes a variety of resources outlined in the guidelines, however, processes can always be improved upon further to evolve with the changing landscape and needs of the organization.

Appendix A: Local Municipalities Survey Responses

Municipality	Practice
Mississauga	<ul style="list-style-type: none"> Recruitment process does not include City Manager Recruitment Management By-Law outlines recruitment process: <ul style="list-style-type: none"> Appointed by Council

	<ul style="list-style-type: none"> • Council meets with City Manager at least once a year to review performance and salary/benefit provisions
Caledon	<ul style="list-style-type: none"> • Implemented a standing committee: <i>'CAO Recruitment and Performance Evaluation Committee'</i> <ul style="list-style-type: none"> • Comprised of the Mayor (Chair), at least one member of Council from each of the Town's Wards • Human Resources and Town Clerk's Office provides support when required • Mandate of the Committee: <ul style="list-style-type: none"> • Ensure appropriate measures to recruit and recommend select of CAOS to Council • Confirm position profile and job description as the basis for recruitment • Directs the Manager, Human Resources to: <ul style="list-style-type: none"> • target, source and screen candidates, receive and assess candidate resumes/applications; prepare and review short listed candidate profiles with the Committee; recommend candidates to Committee for interview; draft interview questions for the Committee's consideration; conduct personal assessments and referencing. • As a standing committee, this Committee reports and makes recommendations to Council and would have no decision-making authority; recommendations may include a final interview by Town Council • May retain services of outside consulting, legal counsel and HR professionals • The Mayor negotiates the employment contract for the CAO and Council appoints the CAO
St.Catherine's	<p>Implements a <i>'CAO Recruitment & Selection Special Task Force'</i></p> <ul style="list-style-type: none"> • Comprised of the Mayor (Chair), and a minimum 2 to maximum 4 members of Council, appointed by Council • Task force final report announcing appointment of CAO has been received by Council, unless otherwise decided by motion and passed by majority vote, be disbanded • Human Resources and City Clerks provides assistance and administrative support to Task force • Task force is expected to actively participate in a transparent and comprehensive recruitment and selection process • Steps and decisions to be made to ensure successful recruitment: <ul style="list-style-type: none"> • <i>Position Profile</i>: task force and staff support will develop position profile and JD for transparency. Forms basis of which candidates are assessed • <i>Establish Competition Parameters</i>

- The task force will decide if: A) limited internal competition: internal previously identified candidates; report created outlining performance and position profile; presented to Council for ratification B) Open internal competition: limited to internal candidates only OR and applications accepted from external candidates concurrently; report created outlining performance and position profile; presented to Council for ratification C) Open internal and external competition: open to both internal and external applicants simultaneously
- *Establish Recruitment and Selection Support Requirements:* A) executive search firms B) internal HR department
- *Selection Process*
 - Which applicants will be asked to compete for the vacancy as well as the selection mechanism that will be used to assess them.
 - Members of the Task Force will retain any documentation they create related to the
 - selection process and provide it to Human Resources when process is complete. The
 - documentation will be retained as per the City's Records Retention By-law.
- *Employment Agreement/Offer*
 - The Task Force will decide / negotiate:
 - All variable elements to be included in the employment agreement; base salary, incentive / discretionary performance pay, duration of contract, termination options and any associated payments, vacation allotment, relocation allowances, legal support allowances
 - Human Resources with the support of legal council will develop the formal employment agreement that will be extended to the successful candidate.
- *Integration Plan and Final Report to Council*
 - With the acceptance of the formal employment agreement, the Task Force will submit a final report to Council announcing the appointment of the successful candidate.
 - Human Resources, in consultation with the Mayor, will develop a plan to support the successful candidate's transition to the CAO role, and if the incumbent is

	an external applicant, an onboarding plan to orient them to the Corporation
Kitchener	<ul style="list-style-type: none"> • Does not have specific policy regarding recruitment of CAO • Uses agencies on an as needed basis – no prescribed process based on position level. • If conducted in-house, use the same prescribed process for all levels (handled by designated HR partner) • If an external consultant is used, organization is involved in consulting on the posting copy and then participating in the shortlisting of the preliminary list and interviews. • Contract is determined by Council and is for a defined period • HR may assist with logistics and administrative work on the CAO recruitment however it is more likely the search agency will coordinate thee as the CAO reports to Council
Greater Sudbury	<p>Separate recruitment policy and procedure for hiring CAO.</p> <ul style="list-style-type: none"> • Director, Human Resources provides a report to Council for authorization to hire a CAO and appoint members to participate in the hiring process • The Hiring Panel is comprised of the Director, Human Resources, Mayor, and two Members of Council where the Committee will appoint a Chair • Director, Human Resources assists the Chair with managing the process and provides support to the hiring panel as required. • The Hiring Panel may elect to use an executive search firm or conduct the recruitment process internally • When a CAO recruitment process is conducted internally, the Director, Human Resources will provide the hiring panel with a weighted evaluation tools and pre-determined questions to be used during the screening and interview process. The tools will be approved by the hiring panel who will then conduct the interviews. • The Hiring Panel will select the top three candidates to proceed to the employment reference stage. • Director, Human Resources will conduct Employment Reference Checks on the three candidates and report findings to the Hiring Panel who will then prepare a recommendation for hire by Council. • The report to Council with the recommendation will include information regarding the top three candidates for the position. • Council reviews recommendation and provides approval. <p>Contract Administration:</p>

	<ul style="list-style-type: none"> • Director, Human Resources, Mayor and Members of Council are responsible for negotiating and executing the employment contract • The terms of employment does not include a trial/probationary period
Ottawa	<p>Recruitment policy and procedure for recruiting, appointing, and administering the contracts of statutory officer positions that report directly to City Council.</p> <ul style="list-style-type: none"> • Statutory officer positions includes Auditor General, City Manager, and Integrity Commissioner • Policy applies to Members of Council, hiring panel, interview panel, external search firm and any City staff participating in the recruitment, appointment, and/or contract administration process. <p>Roles and Responsibilities:</p> <ul style="list-style-type: none"> • Members of the hiring panel and those who may be permitted to access related confidential information include: Director, Human Resources and/or delegate, City Clerk and/or delegate, City Solicitor and/or delegate, and other staff as approved by the hiring panel and/or City Council • The Hiring Panel reports to Council and will consider the approval of the external search firm (if approved) and establish timelines; review candidate list and select those to be interviewed; interview candidates and provide recommendations to Council on the preferred candidate, and terms and conditions deemed appropriate • City Council considers the recommendation(s) brought forward by the Hiring Panel and provides approval. Appointments approved by Council are to be made by public resolution, specifying the terms and conditions of the appointment and delegating authority to finalize and execute the employment contract. • Mayor serves as Chair of the Hiring Panel, seeks input from other Members of Council on expectations and desired qualifications • Hiring Panel/Interview Members engage in all elements of the recruitment process • City Staff assist Council and/or Hiring Panel in the process • External Search Firm may be considered to assist in undertaking an executive search and requires Council approval <p>Terms and Conditions of Employment:</p>

	<ul style="list-style-type: none"> • Council will approve, by public resolution, any amendments to the terms and conditions of the appointment, including but not limited to contract, job description, and salary matters • Council may select a delegate authority to carryout the negotiation and execution of the employment contract.
Newmarket	<ul style="list-style-type: none"> • The only hiring process is the use of an Executive Search Firm and that the appointment must go through Council; Executive Search Firm used to recruit and vet applications and conduct 1st level/preliminary interviews • HR Director leads the process with the assistance of the Executive Search Firm • Hiring committee/interview panel: some members of council, CAO from a neighbouring town, Director, HR, Executive Search Firm Consultant • Councils involvement: forms part of the Interviews Panel; all Members of Council would be invited to a presentation by the final candidates • HR's involvement: oversee and manage the process in partnership with the Executive Search Firm; provides recommendations to Council on hiring of the selected candidate • Director, HR spearheads negotiations with input from the Mayor as required • Mayor assesses performance

Report for Discussion on City of Vaughan Committee Structure

Based on the discussion at the working group, I have laid out a possible restructure of the city's committee structure.

If the suggested structure (or some variation of it) is recommended, then we will need to develop some policy around how people are chosen to each of the "substantive issues" committees. As well there needs to be some policy/procedure regarding why and how Task Forces are initiated. who should sit on them and how long they should be in place.

Current Committee Structure – April 2021

		Council			
	CW 1	CW2	CW Closed		
	CW Working	CW Public Hearing			
	CW Budget	RRR			
Audit	Heritage	Public Library Board	Accessibility	(Election) Compliance Audit	
EGOTF	Diversity	Transportation	Older Adult	Smart City	Ec Prosperity

- 8 committees include all MofC
- 3 Statutory committees have MofC and members of the public
- 6 Task Forces have MofC and members of the public
- 1 Non-statutory committee has MofC and members of public
- 1 committee has only members of public

Suggested Committee Structure with Substantive Issues Committees

		Council			
		CW	CW Closed		
		CW Public Hearing			
Smart City & Technology	***Finance & Budget	Planning, Development & Infrastructure	Environment & Sustainability	Services, Culture & Diversity	Audit
	Heritage	Public Library Board	Accessibility	Compliance Audit	
	?	?	?		

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1. 4 committees include all MofC
2. 6 Substantive issue committees with max of 4 MofC
3. 3 statutory committees have MofC and members of the public
4. Task Forces as needed with MofC and public
5. 1 committee has only members of public

*** Finance & Budget is a hybrid entity that operates with 4 members until the formal budget deliberations are convened in the fall and at that time all members participate.