August 12, 2015

Regular Meeting – 9:30 a.m.

Council Committee Room – 4th Floor – City Hall

Members:
Regional Councillor G. Gibson – Wards 1 and 5 (Chair)
Mayor L. Jeffrey
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6 (Vice-Chair)
Regional Councillor M. Medeiros – Wards 3 and 4
City Councillor G. Dhillon – Wards 9 and 10

Staff:
D. Wilson, Executive Director, Human Resources
M. Boschetto, Senior Manager, Human Resources
P. Fay, City Clerk

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:
Earl Evans, Deputy City Clerk
Telephone (905) 874-2115, TTY (905) 874-2130, cityclerksoffice@brampton.ca
Note: Some meeting information may also be available in alternate formats, upon request
Note: Please ensure all cell phones, personal digital assistants (PDAs) and other electronic devices are turned off or placed on non-audible mode during the meeting.

A. Approval of Agenda

B. Declarations of Interest under the Municipal Conflict of Interest Act

C. Previous Minutes – June 1 and July 20, 2015

D. Delegations/Presentations

E. Reports

F. Other/New Business
   
   F 1 Finalization of Public Profile for Chief Administrative Officer Position – Western Management Consultants (WMC)

   Note: Materials related to this item will be distributed at the meeting.

   F 2 Confirmation of Recruitment Process Timelines – Western Management Consultants (WMC)

   Note: Materials related to this item will be distributed at the meeting.

   F 3 Review of Draft Outcomes Document for Chief Administrative Officer Position – Western Management Consultants (WMC)

   Note: Materials related to this item will be distributed at the meeting.

   F 4 Committee Meeting Schedule – P. Fay, City Clerk

G. Deferred/Referred Matters

H. Notices of Motion

I. Correspondence

J. Councillors Question Period

K. Public Question Period
   15 Minute Limit (regarding any item discussed as part of this agenda)

L. Closed Session

M. Adjournment

Next Regular Meeting: to be determined
June 1, 2015

Members Present: Regional Councillor G. Gibson – Wards 1 and 5 (Chair)
Mayor L. Jeffrey
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6 (Vice-Chair)

Members Absent: Regional Councillor M. Medeiros – Wards 3 and 4 (other municipal business)
City Councillor G. Dhillon – Wards 9 and 10 (personal)

Staff Present: Corporate Services Department:
D. Wilson, Executive Director, Human Resources
P. Fay, City Clerk
The meeting was called to order at 1:04 p.m. and adjourned at 2:10 p.m.

After due consideration of the matters placed before this Committee, the members beg leave to present its report as follows:

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<tr>
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<td>CAO004-2015 Adjournment</td>
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Regional Councillor G. Gibson, Chair
A. **Approval of Agenda**

Peter Fay, City Clerk, Corporate Services, called the meeting to order and chaired the meeting until a Chair was elected.

The following motion was considered.

CAO001-2015 That the agenda for the CAO Recruitment Committee Meeting of June 1, 2015 be approved, as printed and circulated.

Carried

Committee discussed the need for all Committee Members to attend and participate in this Committee and it was agreed the Chair and City Clerk would meet with absent Members to discuss the importance of this Committee and commitments through the recruitment process.

B. **Declarations of Interest under the Municipal Conflict of Interest Act** - Nil

C. **Previous Minutes**

D. **Delegations/Presentations**

D 1. Presentation by Rebecca Heaslip, Leadership Insight Inc., re: **CAO Position Profile**.

Mr. Dave Wilson, Executive Director, Human Resources, provided an introduction to this item, including the April 2015 Council report and high-level recruitment process.

Ms. Rebecca Heaslip, Leadership Insight Inc., a consultant engaged by the City, distributed and reviewed the following information in regard to the CAO position recruitment:

1. “Composite of Personal Skills Required in the Role”
2. “Role Profile”

Ms. Heaslip reviewed her work engagement to-date with the City, including input received from Members of Council.

Ms. Heaslip’s comments included:

- Work steps undertaken to draft job competencies and role profile and next steps
• Review of behavioural hierarchy and focus on top three values
• Review of role profile and key position accountabilities and qualifications

Committee discussion included the following:
• Need to incorporate financial background into competencies
• Need to incorporate demonstrated accountability and track record for prospective candidates
• Level of participation by individual Members in consultant’s information gathering work
• Questions regarding reference checking for candidates and clarification of practices in place re. record of employment and opportunity to ascertain information through behavioural interview questions
• Alignment of position qualifications and competencies with similar positions and/or recent recruits e.g., Toronto, Calgary, Ottawa
• Process questions re. possible employment contract terms for successful candidate and clarification that employment terms will addressed before any final interviews
• Questions regarding annual performance assessments for successful candidate and need for regular performance evaluation trigger points
• Request for employee engagement survey to be shared with new CAO and comment on possible line of questioning for candidates re. employee engagement
• Consensus that information provided by consultant captures the leadership qualities the City is searching for

D 2. Discussion re. Recruitment Process and Next Steps

Mr. Dave Wilson, Executive Director, Human Resources, provided an overview and status report on the procurement process underway to engage a recruiting firm for the CAO position.

Mr. Wilson’s comments included the following:
• The purchasing process status, including selection of recruiting firm, subject to finalization of purchasing details. The firm is anticipated to be engaged by the end of June
• Possibility of an end of June/early July Committee meeting to meet the recruiting firm and proceed with the recruitment process and work steps.
• Review of the April 2015 report to Council re. the CAO recruitment process, Committee terms of reference and work plan
• Possible timelines for Committee interviews during late summer

Committee discussion included the following:
• Need to schedule future Committee meetings during the summer
Questions regarding possible candidates inquiring about the position and/or waiting for the position posting to be public, and need to respect the application and recruitment process established by the Committee and delivered by the recruiting firm

Comments regarding need for a media release by the Chair regarding the recruitment process

The following motion was considered.

CAO002-2015

1. That the City Clerk be requested to schedule future meetings of the CAO Recruitment Committee during the summer to align with the scheduled Council meeting dates (July 8 and August 12);

2. That Strategic Communications staff, in consultation with the Executive Director, Human Resources, be requested to develop a draft media release regarding the recruitment process for consideration by Committee at a future meeting.

Carried

E. Reports

F. Other/New Business

F 1. Selection of Chair

Peter Fay, City Clerk, Corporate Services, called for nominations for the position of Chair. Regional Councillor Grant Gibson was nominated for this position and accepted the nomination. There were no further nominations for the position of Chair.

Mr. Fay called for a motion to close the nominations, and Regional Councillor Grant Gibson was acclaimed as Chair.

Mr. Fay called for nominations for the position of Vice-Chair. Regional Councillor Michael Palleschi was nominated for this position and accepted the nomination. There were no further nominations for the position of Vice-Chair.

Mr. Fay called for a motion to close the nominations, and Regional Councillor Michael Palleschi was acclaimed as Vice-Chair.

The following motion was considered.
CAO003-2015 1. That Regional Councillor Grant Gibson be elected to the position of Chair of the Chief Administrative Officer (CAO) Recruitment Committee until the mandate of the Committee has been fulfilled, or until a successor is named; and,

2. That Regional Councillor Michael Palleschi be elected to the position of Vice-Chair of the Chief Administrative Officer (CAO) Recruitment Committee until the mandate of the Committee has been fulfilled, or until a successor is named.

Carried

F 2. Mandate of the Committee
   Dealt with under Item D 2.

F 3. Future Meetings
   Dealt with under Item D 2.

G. Deferred/Referred Matters -nil

H. Notices of Motion -nil

I. Correspondence -nil

J. Councillors Question Period -nil

K. Public Question Period -nil

L. Closed Session -nil

M. Adjournment
   The following motion was considered:

CAO004-2015 That the CAO Recruitment Committee do now adjourn to meet again at the call of the Chair.

Carried
July 20, 2015

Members Present:  Regional Councillor G. Gibson – Wards 1 and 5 (Chair)
Mayor L. Jeffrey
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6
Regional Councillor M. Medeiros – Wards 3 and 4
City Councillor G. Dhillon – Wards 9 and 10

Staff Present:  Corporate Services Department:
D. Wilson, Executive Director, Human Resources
M. Boschetto, Senior Manager, Human Resources
E. Evans, Deputy City Clerk

WMC Consultants:
Helen Hayward
Graham Herbert
David Howes
George Toner
The meeting was called to order at 9:00 a.m. and adjourned at 9:31 a.m.

After due consideration of the matters placed before this Committee, the members beg leave to present its report as follows:

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<td>D.</td>
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<tr>
<td>D 1.</td>
<td>Introduction of Consultant: George Toner, Western Management Consultants (WMC)</td>
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<td>E.</td>
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<tr>
<td>F.</td>
<td>Other/New Business</td>
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<tr>
<td>F 1.</td>
<td>Draft of the scope of role</td>
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<td>F 2.</td>
<td>Draft public profile</td>
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<td>F 3.</td>
<td>Timelines for search process</td>
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<td>F 4</td>
<td>Sourcing approaches</td>
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<td>L.</td>
<td>Closed Session</td>
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<tr>
<td>M.</td>
<td>CAO008-2015 Adjournment</td>
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</tbody>
</table>
A. **Approval of Agenda**

CAO007-2015 That the agenda for the CAO Recruitment Committee Meeting of July 20, 2015 be approved, as printed and circulated.

Carried

B. **Declarations of Interest under the Municipal Conflict of Interest Act** - Nil

C. **Previous Minutes**

The draft minutes of the July 8, 2015 meeting were received for information.

D. **Delegations/Presentations**

E. **Reports**

F. **Other/New Business**

F 1. **Draft of scope of role**

Dave Wilson, Executive Director, Human Resources, noted that this meeting will provide an update on two documents that are in progress. The posting will provide an overview but it is important that it is done correctly. Various CAO characteristics are being considered, to be finalized through further feedback from Committee Members. The aim is to complete this one-page document by the end of July.

F 2. **Draft of public profile**

The second document being updated is the more detailed profile which will outline the challenges, skills, behaviour, etc. WMC is gathering data to outline the appropriate characteristics for a successful recruit. This step is critical in order that candidates understand the nature of the individual being sought. A teleconference call was suggested to take place during the week of August 4 to discuss this critical document and to update Committee members.
F 3. Timelines for search process

George Toner summarized the timelines document that was attached to the agenda. The first two steps of the process are the individual meetings with Committee members and discussion at this Committee meeting. He suggested the following revisions to the timelines to accommodate the summer schedule of Committee members:

Step 3: Public profile to be discussed at a teleconference call during the week of August 4.

Step 4: Profile to be finalized at the Committee meeting on August 12; the goal is to complete the profile based on discussion during the teleconference.

Step 5: Public profile to be posted after August 12 meeting. Earl Evans was asked to inform Communications staff of this date.

Step 6: Sourcing activities to begin on August 13 for eight weeks (to October 19).

Step 7: Review of sourcing activities to take place at the August 12 Committee meeting.

Step 8: Long list of candidates to be reviewed at an October Committee meeting with resumes and detailed notes to be available at that time; interview format will be discussed with the emphasis on behavioural questions.

Step 9: List of candidates to be reduced to three to five names for review at subsequent Committee meeting.

Step 10: Interviews to be scheduled for November; to be facilitated by Graham Herbert.

The next Committee meeting was tentatively scheduled for August 12 before the Council meeting.

F 4. Sourcing Approaches

Possible sourcing approaches include contacting individuals who may be “right” for the job, external and internal candidates who have been referred to WMC, and candidates who respond to the public posting. WMC is actively researching candidates such as current CAOs in other municipalities. The identification process has started and WMC will proactively approach candidates, in addition to respond when candidates contact WMC. Committee provided suggestions for additional opportunities to achieve the widest possible exposure, eg. FCM and Municipal World.
In response to a question about candidates being eliminated early in the process, George Toner indicated that all candidates will be given due process with feedback provided if they are not appropriate candidates. When the profile is released, it will assist the process of screening out candidates and indicate the reasons for doing so.

Committee members discussed the possibility of a candidate who is approached but who may not want the position. This occurrence will be recorded and reviewed for any possible trend. Graham Herbert noted that a candidate may enjoy a challenge presented by conditions that some may regard as negative. Members also requested that the results of the 2012 employee survey be reviewed.

G. Deferred/Referred Matters

H. Notices of Motion

I. Correspondence

J. Councillors Question Period - Nil

K. Public Question Period - Nil

L. Closed Session

M. Adjournment

Dave Wilson noted that during his vacation absence, Michael Boschetto would be available to assist Committee members and participate in the conference call.

CAO008-2015 That the CAO Recruitment Committee do now adjourn to meet again on Wednesday, August 12, 2015 at 9:30 a.m.

Carried
Public Profile-Modified (for posting)

Chief Administrative Officer - The Corporation of the City of Brampton

The City of Brampton is the second fastest growing (4.2% per year), 9th largest city in Canada, and the 3rd largest in the Greater Toronto Area, with a population approaching 600,000 and projected to be 900,000 by 2031. Brampton’s population is young (median age is 34.7) and one of the most culturally diverse cities in Canada, with citizens from more than 200 distinct cultures who speak 89 different languages.

The Chief Administrative Officer (CAO) is the most senior administrative leadership position in the City of Brampton and provides objective advice and decision support to the Mayor and Council in developing strategies, policies and services that address the unique needs of the City. The CAO leads the management team in the implementation of strategic initiatives and delivery of responsive services to the citizens and businesses of Brampton. Specific accountabilities include:

- Provide objective advice and decision support to the Mayor and Council in developing strategies, policies and services which address current and future needs of the City
- Develop a vision and strategy that aligns with Council approved Strategic Plan, multi-year business and fiscal plans.
- Ensure implementation of strategic initiatives that addresses challenges such as rapid growth, economic development, transit needs and cultural diversity, concurrent with delivery of efficient and effective services
- Lead organization renewal to an open and results focused culture that is characterized by effective stakeholder relationships; transparency, integrity and accountability; engaged Council and employees and service excellence
- Advance economic and community development, develop strong public/private partnerships, and building good relationships with all levels of government to support long-term growth
- Enhance Brampton’s image as a City that is a great place to live, work, invest and play and the Corporation’s reputation as great place to work with leading business practices and service excellence.
- Ensure business and financial planning, revenue generation, capital and operating budget and sound stewardship of fiscal, people and physical assets

Candidates for the role of CAO will be university educated, ideally with a post graduate degree in business, finance, public administration, or social sciences and have proven ability to engage and sustain effective relationships with internal and external stakeholders. A proven record of accomplishment as a strategic leader and facilitator of change in large, complex, organizations, with a customer service focus in public, private or not for profit sectors. Candidates will have strong business acumen, excellent communication and interpersonal skills, and passion for public service. They will have a values based leadership approach that is inclusive, positive, and reflects the high level of integrity, trustworthiness and ethical conduct required for success in the role.

The City of Brampton is an equal opportunity employer and is committed to inclusive, barrier-free recruitment and selection processes and work environments. Please advise WMC of accommodations needed to ensure you have access to a fair and equitable process. The City of Brampton offers competitive compensation along with a benefits plan, pension plan and professional development.

If you are interested in this opportunity please contact WMC directly. Any communication and information received will be treated confidentially. Please call us or send your resume to George Toner or David Howes at WMC by email: george@wmc.on.ca or davidh@wmc.on.ca or call us at 416-362-6863 x 233 (George) or 416-362-6863 x 230 (David)
## Time Lines of Search Process re: CAO role - City of Brampton

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<tr>
<th>Steps</th>
<th>Process</th>
<th>Timeline</th>
<th>CAO Recruitment Committee/ WMC Involvement</th>
<th>Target dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>WMC team met Recruitment Committee members</td>
<td>1 hour individually</td>
<td>Meeting of Recruitment Committee members individually • Interview on outcomes required for CAO role</td>
<td>✓ July 15-20</td>
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<tr>
<td>2.</td>
<td>Recruitment Committee Meeting #1 – kick off meeting with WMC team</td>
<td>1.5 hours</td>
<td>• High lights of outcomes document for CAO role • Timing document for search process • High lights of public profile • Sourcing approach</td>
<td>✓ July 20</td>
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<tr>
<td>3.</td>
<td>Recruitment Committee Meeting #2 - finalize public profile for posting</td>
<td>1 hour</td>
<td>Meeting #2 Recruitment Committee and WMC team • Finalize public profile</td>
<td>Teleconference Week of August 2 – to be confirmed</td>
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<tr>
<td>4.</td>
<td>Recruitment Committee Meeting #3- review document for CAO role</td>
<td>1-2 hours</td>
<td>Meeting #3 of recruitment committee and WMC team • Discuss and finalize draft outcomes document for CAO role • Approve public profile for posting</td>
<td>August 12</td>
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<tr>
<td>5.</td>
<td>Public profile posted</td>
<td></td>
<td>WMC with approval of Recruitment Committee</td>
<td>August 13</td>
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<tr>
<td>6.</td>
<td>WMC to begin sourcing activities of potential candidates (8 weeks)</td>
<td>WMC</td>
<td></td>
<td>August 13 - October 19</td>
</tr>
<tr>
<td>7.</td>
<td>Members of Recruitment Committee complete online assessment</td>
<td>30 minutes</td>
<td>Recruitment Committee Members • Instructions will be sent online, using the draft job profile as reference.</td>
<td>To complete by August 14</td>
</tr>
<tr>
<td>8.</td>
<td>Recruitment Committee meeting #4 to finalize Outcomes document</td>
<td>2 hours</td>
<td>Meeting #4 of Recruitment Committee and WMC team • Finalize Outcomes document to be used for candidate briefing</td>
<td>By August 21</td>
</tr>
<tr>
<td>Steps</td>
<td>Process</td>
<td>Timeline</td>
<td>CAO Recruitment Committee/ WMC Involvement</td>
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| 9.    | Recruitment Committee Meeting #5 - review long list candidates | 2.5-3.00 hours | Meeting #5 of Recruitment Committee and WMC team  
• Discuss list of 8-10 potential candidates  
• Select a short list for interview | Week of October 12 |
| 10.   | Recruitment Committee Meeting #6 Shortlist Review | 2.5-3.00 hours | Meeting #6 of recruitment committee and WMC team  
• Review short list (3-5) candidates  
• Discuss interview process and evaluation criteria | |
| 11.   | Recruitment Committee meeting #7 Short List interviews by Recruitment Committee | 1-2 Days | Meeting #7 - Recruitment Committee conducts interviews of candidates  
• Recommend final candidates for Council interview | Week of November 2 |
| 12.   | Reference checks on recommended candidates | | WMC will conduct reference and background checks | Week of November 2 |
| 13.   | Council meets finalist candidates | 4 hours | Council will interview finalists Make decision on successful candidate | Week of November 23 |
| 14.   | Negotiate terms and conditions and compensation package | | WMC will frame the negotiation package  
• With input from HR, Legal and Recruitment Committee | Week of November 30 |
| 15.   | Candidate agreement to start date and package  
Brampton announcement | | Candidate to confirm details with WMC  
Brampton to announce appointment | tbd |
| 16.   | Post hire - follow up with successful candidate through first year with the city | | WMC Onboarding support | tbd |
DRAFT: For information and discussion

The Corporation of the City of Brampton

Comprehensive Job Profile: Chief Administrative Officer

Prepared by: WMC

August 11, 2015
Title: Chief Administrative Officer (CAO)

Reports to: The Mayor and Council.

Stakeholders: Mayor and Council; City Leadership; Divisional and Department Management, staff, citizens, community, business, public another governmental (e.g. municipal, regional, provincial, federal) entities.

Direct reports (7):
- Chief Planning and infrastructure Services Office (Engineering and Development, Maintenance and Operations, Planning and Building)
- Chief Operating Officer (Economic Development and Tourism, Community Engagement, Strategic Communications, Strategic and Enterprise services)
- Chief Public Services Officer (Facility Services, Fire and Emergency Services, Recreation and Culture, Transit, Service Brampton)
- Chief Corporate Services Officer (City Clerk, Enforcement and By-Law, Finance, Human Resources, Information technology, Legal)
- Director of Corporate Development and Strategy
- Office of CAO- Coordinator
- Director of Internal Audit

Total Staff complement (TBD):
- Staff
- Non union
- Union
- Temporary /Seasonal

Budget:
- Operating $530million
- Capital $230million

1. Role purpose and priority outcomes/results that have to be delivered.

The Chief Administrative Officer

- Provides objective advice and support to the Mayor and Council in developing strategies, policies and services that address the unique qualities and needs of the City of Brampton and its constituents.
- Leads the municipal management team in the implementation of strategic initiatives defined under the Corporation’s five strategic priorities (Economic Development, Environmental Stewardship, Growth Management, Community Engagement, and Corporate Excellence) and delivery of responsive services to the citizens and businesses that reside in the City.

Within this broad mandate, the key requirement is leading significant organizational change and improvement over the next 3 years. This includes 8 core accountabilities, listed according
to priority (i = highest) and weighted according to expected amount of time (%) spent on each in any one year, which need to be achieved for success in the role.

**Note:** The outcomes listed below are for discussion and confirmation with the Recruitment Committee. The outcomes have been drafted from our initial understanding and observations of requirements from the interviews and documents provided to date. These will be finalized in discussion with the Recruitment Committee. Importance (rank of outcomes) and weightings (with respect to time allocation) below are only preliminary estimates based on observation or emphasis in conversations and documents, and are not reflective of any one person’s comments.

Changes, additions, deletions to the outcomes, as well as the priority and weighting of time allocated to Outcomes required, will be made based on feedback from the Recruitment Committee.

The core outcomes / results that are to be delivered are to:

i. **Provide objective and effective Mayor and Council support (20%)**

Forge a constructive and trusting partnership with the Mayor and Council and provide objective, non-partisan advice and decision support on initiatives (including their risks and impacts) to the Mayor and Council in developing strategies, policies and services which balance the current and future needs of the City. This requires clarity of understanding of the governing role of the Council and support and recommendations backed by thorough objective research and credible evidence. Trust and discretion over matters pertaining to community issues and political integration with other levels of government is critical, as is an approach that will assist the Mayor and Council to bridge their policy differences and achieve consensus. This will require the courage to provide “unvarnished” truth about the implications and impacts of policy issues and actions.

ii. **Create and implement a clear and integrated vision and strategy (15%)**

Develop a corporate vision and strategy that aligns and focuses the City on implementation of the Council approved Strategic Plan and strategic initiatives (to address challenges such as reputation enhancement, rapid growth, redevelopment of the downtown core, transit and cultural diversity), while concurrently delivering excellent services and programs. The balanced approach will result in short term excellence and implementation of initiatives to support long term direction. This approach should reflect integrated multi-year business and fiscal plans, with realistic and resourced priorities clearly identified.

iii. **Create organization renewal and improve the reputation of the Corporation (30%)**

Within the framework of the new vision and strategy lead organization renewal. The objective will be to create an open and results focused culture that is defined by strong and effective corporate governance; positive stakeholder relationships; high professional and ethical standards; adherence to legal regulations and City standards; and a culture of transparency, trust and integrity. It will also be defined by engaged employees aligned
around the culture and direction and best practices, service excellence and accountability. This change will also require investment in the development of City’s leadership team, leadership and management skills, change management approaches, operational organization, and capability and capacity to ensure development of the culture and delivery of the results mandated.

iv. **Build the City’s financial plan and assets (10%)**

Review the existing financial status and develop a realistic financial plan to address current and future financial constraints, while also restoring/strengthening the City’s financial assets. This challenge also includes a requirement to continue to navigate the current financial and budget challenges through continued assessment of priorities, revenue opportunities, and efficiency of service delivery, operational reviews and means to expand the tax base.

v. **Enhance City’s reputation and community engagement (10%)**

Enhance the City’s reputation and brand as a wonderful place to live, work and play by developing an approach which will ensure City interests are represented at special events and active involvement with officials/counterparts at all levels of government. This will also involve planning for and ensuring an active presence and constructive interaction with the community, development of relationships with key community stakeholders, key issue management, and community expectation management. Key service measures and feedback mechanisms will need to be established to monitor effectiveness of engagement and service initiatives.

vi. **Develop relationships and partnerships to support growth/economic development (10%)**

Establish and build or rebuild strong and effective relationships with all levels of government; develop strong public/private partnerships with business, public, broader public and not for profit sectors, on co-operative projects such as transit, tourism, economic development, post-secondary institutions and funding; and enhance the business climate to advance economic and community development to support long-term sustainable growth while addressing diverse neighborhood needs.

vii. **Provide stewardship of strategic and operational initiatives (5%)**

Ensure timely implementation of strategic and service initiatives that addresses challenges such as rapid growth, economic development, transit needs and cultural diversity, concurrent with delivery of efficient and effective services by establishing and ensuring use of effective and efficient planning, governance, risk management and program management processes.
2. Candidate Profile:

   Note: The knowledge, experience, education requirements and leadership approach required for successful performance and “fit” with The City’s requirements, as listed below, are for discussion and confirmation with the Recruitment Committee. These have been drafted from our initial understanding and observations of requirements from the interviews and documents provided to date. These will be finalized in discussion with the Recruitment Committee.

   Successful candidates will have:

   i. A 10 plus year track record at a senior leadership level as a visible and strategic change leader with a passion for serving the community/stakeholders/constituents and customers within an urban city or region or other large complex diversified organizations. This could be in the public, private or not for profit sectors with the complexity, diversity, opportunities, and challenges similar to the City.

   ii. A bias to action and proven experience as a leader and facilitator of positive cultural change, building teams and employee engagement, while ensuring accountability and achievement of agreed results is a pre-requisite for success. Experience with modern change management, human resources, diversity approaches and organisational improvement systems, methods and technologies are essential.

   iii. A servant leader approach which is principle-based and is objective, integrative, facilitative, and collaborative and team based, while also being outcome focused. Past success has also been due to demonstrated integrity, openness and transparency, the ability to build respectful relationships and high levels of personal accountability.

   iv. Experience within diverse and dynamic communities and stakeholders with a strong understanding of political and corporate issues and able to operate in a complex, public sector environment. Sound understanding of municipal, federal and provincial policy as it relates to local government.

   v. Demonstrated success in developing strong and effective working partnerships, rapport and relationships with senior leaders, governance boards, stakeholders, councils, and all levels of employees no matter what the complexities and challenges are and capability to provide timely and thorough issue analysis related to strategy and operational issues.

   vi. Significant experience in economic development and in developing public/private partnerships, and building good relationship with businesses/all tiers of government to build and applying economic development strategies.

   vii. A high level of integrity, discretion, trustworthiness and ethical conduct, with strong business and financial acumen; excellent communication and interpersonal skills.

   viii. Excellent Influencing and communication skills and be a people person who enjoys getting out of the office, connecting to and engaging with diverse stakeholders, residents and employees. Demonstrated ability to manage media relations effectively.
ix. Experience, knowledge, futuristic thinking, and conceptual and planning capability to lead the development of a vision and direction for a large complex organization like the City. The role also requires the pragmatism required to organize and execute on plans through development of clear and integrated objectives, business plans, talent acquisition and management, governance structures, organizational systems, methods, and processes which hold staff accountable and support delivery of strategy and services. This requires decisive and wise leadership with an ability to make the “tough calls” when required on personnel and financial matters.

x. Business management and financial acumen, reflecting strong financial and budgetary management knowledge and capability, and experience to set the right priorities, use tax revenues efficiently, are creative in identifying new revenue sources, and operate with fiscal integrity, accountability and responsibility.

xi. Ability to communicate in an articulate, compelling and engaging manner, the City’s vision, policies, and plans to all stakeholders. It requires a strong interest in engaging and maintaining a visible presence with the community/community groups and other stakeholders, to ensure understanding of issues, an ability to address ongoing community needs, be responsiveness deal with escalated issues and manage expectations.

xii. Given the demographics of Brampton with significant diversity in ethnicity, race, religion, income and aspirations, the successful candidate will be skillful in addressing policies and services that value differences and recognize that social and economic equity improves the quality of life for all citizens.

xiii. University education ideally with a post graduate degree in business, finance, public administration, or social sciences. Demonstrated commitment in continuous in leadership development, e.g. completion of management development program or certificate, or executive management program in a post-secondary educational institution, would be an asset.

xiv. Experience in the municipal sector would be an asset, but not essential. Experience in a combination of public and private sector roles operational experience as a senior level “line” or “customer facing” executive would be an asset. Certification with an accredited professional organization such as AMCTO, The association of Municipal Managers, Clerks and Treasurer’s or the Municipal Managers Association would be an asset, but not essential.

xv. Equal consideration will be given to internal and external candidates.
3. Personal Competencies, Motivations, Behaviours, Acumen and Emotional Intelligence required for successful performance of the role

Note: The following attributes, which are the core attributes required to deliver the outcomes described above, have been drafted from our initial understanding and observations of requirements from the interviews and documents provided to date. These will be finalized in discussion with the Recruitment Committee and after completion of the online profile.

a. Key Personal skills: Required for successful and persistent performance in the role

i. Leadership - the competency to achieve extraordinary business results through people by inspiring vision, developing principles and values, building trust, and demonstrating integrity and congruence between words and actions. It also reflects optimism and positive expectations of others, and ability to delegate effectively, ensure involvement of others and the ability to hold others accountable. It also requires an ability to adapt methods and approaches based on needs of others and show decisiveness to avoid or mitigate the negative consequences for others.

ii. Conceptual Thinking - The competency to analyze hypothetical situations or abstract concepts to compile insight into recommendations, strategic directions and business plans that lead to desired outcomes

iii. Interpersonal Skill and Diplomacy and Tact – the competency to effectively communicate, build rapport and relates well to all kinds of people. It also reflects sincere interest in others, treating others with respect and courtesy, acceptance of differences in the attitudes and perspectives of others. It also demonstrates skill to listen and observe to gain an understanding of others, communicates effectively be sensitive on diversity issues. It is also competency to be able to develop and maintains relationships with many kinds of people regardless of cultural or other differences

iv. Teamwork – The competency to work effectively and productively with others, show respect for team values and team members, their individual perspectives and a focus on the mission and achievement of team goals. It is also a competency to work toward consensus when decisions are made, meeting agreed team deadlines, share responsibility for team successes and failures, and provide support for team decisions, recognize contributions and successes, and provide constructive feedback

v. Persuasion - (Influencing and Persuading). This is a competency in building trust and credibility before attempting to promote concept or ideas. It is also an understanding of others and their needs, and an ability to use logic and reason to develop rational arguments, and addresses the social, emotional, economic and practical barriers that prevent people from moving forward or change the way they think, believe or behave

vi. Negotiation – the competency to facilitate agreement between two or more parties by understanding needs and what parties are willing to accept, create a non-threatening environment with open communication, and to developing agreements that parties can accept
vii. Self-management (organization and goal achievement) and personal accountability – A competency in self-control in pursuit of business objectives, prioritization to meet job responsibilities, maintenance of the requisite level of energy and activity to achieve goals without supervision. It is also an ability to minimize interruptions to complete prioritized and high quality work as well be personally committed to goals, be answerable for personal actions without putting unwarranted blame on others.

e. Customer Focus - A commitment to stakeholder and community satisfaction. This competency has an “other” orientation, placing high value on stakeholders/customers, and a strong capability to listen to and understand customer / stakeholder feedback, anticipate needs, and then develop appropriate solutions. It is also a competency in meeting and keeping promises and commitments.

ix. Flexibility - An agility in adapting to change in direction, priorities, schedules, and ideas as well as being effective in juggling multiple priorities and tasks, modifying methods to fit changing circumstances.

x. Decision making (Decisive Judgement) – This is a competency in utilizing effective processes to make decisions, in a timely manner, using rationale and input, evaluate the impact and consequences of decisions, and a skill to acts despite obstacles or resistance. It is also a competency in anticipating consequences, accepting consequences and ability will make corrections if wrong, or defends rationale when needed.

xi. Futuristic thinking: This is a competency in visioning or projecting / predicting what has not been realized in an organization; connecting the dots and seeing the big picture and long term impacts; championing progressive ideas and anticipating changes in current reality based on conceptual reasoning.

Note: Resiliency i.e. the ability to recover from adversity, and conflict management i.e. the ability to address and resolve conflict constructively are also considered key to success in the role.

b. Key Personal Motivations: Intrinsic blend of attitudes/beliefs values required for sustained delivery of outcomes in the role and the culture of the City.

i. Social (Moderate to High) – the nature of the CAO in the modern demanding municipal environment requires the intrinsic drive and motivation help others (stakeholders/ community / employees) achieve strategic and operational goals in a balanced and realistic way. It is also a motivation within the leader to go the extra mile in helping stakeholders achieve goals and resolve issues on a day to day basis. This is a people value/ motivation.

ii. Theoretical (moderate to high drive) - the City’s complexity, growth challenges and diversity requires the intrinsic drive for knowledge and learning, observation and reasoning and using a logical approach to business related problems, issues and opportunities. This is a cognitive motivation to objectively gain knowledge, observe and reason.
iii. Individualistic (moderate). The role requires an intrinsic drive to lead others in achieving outcomes. The complex nature of the City’s CAO role is that it is a leadership role that requires a servant leadership approach in order to create the environment and culture required.

iv. Traditional (moderate). The nature of the Municipal environment, with much governed by legislation and bylaws is that it is rewarding for those who value traditions inherent in social structure, rules and regulations.

c. Key Behaviours: Intrinsic and overt behaviours that will contribute to successful performance in the role.

I. Versatility: The job requires a high level of optimism and a can do orientation. It requires multiple talents and a willingness to adapt these talents to get things done

II. People oriented: The role requires a positive and constructive behaviour in working with others. A high percentage of time will be spent listening to, understanding and successfully working with a wide range of people with diverse backgrounds to achieve outcomes

III. Frequent interaction with others: The job requires a strong people orientation and requires an ability to deal with multiple interruptions on a continual basis, while maintaining a friendly constructive and effective interface

IV. Customer relations orientation: the job requires a desire by the incumbent to convey a sincere interest in internal and external customers/stakeholders

V. Follow up and follow through. The job needs an approach that is thorough in ensuring that goals and objectives are completed

VI. Frequent change: The ability to move easily from task to task or being required to leave several tasks unfinished and easily move onto the new task with little or no notice.

d. Acumen: The strength of awareness to see and understand the reality in the external world and within themselves, and therefore be effective in understanding performance requirements, situations, and solving problems. High levels of acumen, contributes significantly to overall performance of the individual.

I. Clarity of understanding of the environment - needs to have a clear understanding and awareness of the environment and have a sense of proportion in evaluating personal, practical and theoretical situations in the business environment

II. Clarity of understanding of self - needs to have a clear understanding and awareness of self and have a sense of proportion in evaluating personal, practical and theoretical situations in the environment
III. External control - must have a strong ability to be rational and in control when facing problems or crises

IV. Internal control - must have an ability to remain in conscious command of one’s internal self when confronted with difficult circumstances and respond rationally

4. Confidentiality:

WMC respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act a copy of our Privacy Policy is available for your review on our website at www.wmc.ca

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.