October 15, 2015
Regular Meeting – 9:00 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:
Peter Fay, City Clerk
Telephone (905) 874-2172, 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 – September 3, 2015

D. Delegations/Presentations

E. Reports

F. Other/New Business
   
   F 1 Recruitment Process Update – Western Management Consultants (WMC)

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
   
   L 1 Personal matters about an identifiable individual including municipal or local board employees – identifiable individuals

M. Adjournment

Next Regular Meeting: Monday, October 26, 2015, at 9:00 a.m.
September 3, 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
  - P. Fay, City Clerk

- **WMC Consultants:**
  - Graham Herbert
  - David Howes
  - George Toner
The meeting was called to order at 4:05 p.m. and adjourned at 5:14 p.m.

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

<table>
<thead>
<tr>
<th>Item</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>CAO013-2015</td>
</tr>
<tr>
<td>B.</td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td></td>
</tr>
<tr>
<td>F.</td>
<td></td>
</tr>
<tr>
<td>F 1.</td>
<td></td>
</tr>
<tr>
<td>G.</td>
<td></td>
</tr>
<tr>
<td>H.</td>
<td></td>
</tr>
<tr>
<td>I.</td>
<td></td>
</tr>
<tr>
<td>J.</td>
<td></td>
</tr>
<tr>
<td>K.</td>
<td></td>
</tr>
<tr>
<td>L.</td>
<td></td>
</tr>
<tr>
<td>M.</td>
<td>CAO014-2015</td>
</tr>
</tbody>
</table>

Regional Councillor G. Gibson, Chair
A. **Approval of Agenda**

The following motion was considered.

CAO013-2015 That the agenda for the CAO Recruitment Committee Meeting of September 3, 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 August 12, 2015 meetings were received for information.

D. **Delegations/Presentations**

E. **Reports**

F. **Other/New Business**

F 1 **Final Review of Draft Outcomes Document for Chief Administrative Officer Position** – Western Management Consultants (WMC)

The following three documents were distributed at the meeting:

2. TriMetrix HD Multiple Respondent Job Report
3. Time lines for Search process re. CAO Role

WMC staff introduced this item and reviewed the documents distributed.

Committee discussion included:

- Agreement with revised job profile, as distributed and discussed
- Review of TriMetrix report and key characteristics the Committee is looking for in the CAO position, including accountability
  - Clarification that Committee will receive a similar report from candidates compared against the Committee’s baseline information
  - Organizational culture requires change which may attract a candidate who is a change agent
Responses suggest candidate is to be someone with social motivation – i.e., someone to work to benefit others (not themselves)

In regard to behavioral hierarchy, looking for candidate striving for outcomes that benefit others (goal driven) and not a competitive person

Discussion regarding core competencies for position and request for Committee to focus only on top 10 competencies to identify most important ones for the position

- Discussion regarding adding the following competencies to the top 10 list:
  - #12 – customer-focused
  - #14 – futuristic thinking
  - #16 – understanding and evaluating others
  - #22 – negotiation
  - #11 - conflict management

- Consensus regarding removing the following from the top 10 list:
  - #5 – planning and organization

Discussion regarding organizational culture and need to focus on 3 factors and confirmation top 3 include: Utilitarian/Economic, Traditional/Regulatory and Social

Discussion regarding behaviors and need to focus on top 6 factors and discussion to move up “Analysis of Data” and “Following policy” and moved down “Competitiveness” and “Urgency”

Discussion regarding next steps to analyze candidates against agreed competencies

- Questions regarding next steps and deadlines for candidate applications, and clarification that there is no set deadline as the recruitment process will continue to find the best candidate for the position.
- Discussion regarding initial outreach and discussions regarding potential applicants and candidates (70 responses to-date)
- Discussion regarding usefulness of TTI assessment tool to identify the best fit candidate, and by doing the upfront work now on clarifying position competencies will be critical to ensuring successful candidate can best meet the Corporation’s needs.
- Questions regarding other CAO recruitments underway in other municipalities and competition in marketplace for a CAO position, and clarification that no active recruits underway at this time that are directly comparable to Brampton.
- Discussion regarding higher than normal concerns expressed by potential candidates re. confidentiality of recruitment process and
concern regarding potential release of information that may present individual reputational and career harm to candidates

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**

   The following motion was considered.

   **CAO014-2015** That the CAO Recruitment Committee do now adjourn to meet again on October 15, 2015, or at the call of the Chair.

   Carried