



**OFFICE OF THE CHIEF  
ADMINISTRATIVE OFFICER**  
*Staff Report*

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REPORT NO: CAO-2024-13  
TO: Council  
SUBMITTED BY: Greg Clark, Acting CAO  
PREPARED BY: Greg Clark, Acting CAO  
REVIEWED BY: Greg Clark, Acting CAO  
DATE: December 16, 2024  
SUBJECT: Chief Administrative Officer (CAO) Recruitment Options

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**RECOMMENDATION:**

THAT Report CAO-2024-13 be received by Council for information; and,

THAT Council direct staff to proceed with Option # \_\_\_\_ for CAO Recruitment.

THAT as per Corporate Governance Policy HR-002 Policy on the Hiring and Termination of Township of Wilmot Employees Councillors \_\_\_\_\_ and \_\_\_\_\_ be appointed to the interview panel for the hiring process for the position of Chief Administrative Officer.

**SUMMARY:**

This report provides information regarding recruitment options for filling the current vacant CAO position and to seek direction from Township Council regarding the preferred recruitment process.

**BACKGROUND:**

Township Council requested Staff provide a report outlining recruitment options to fill the vacant CAO position at their Closed meeting of November 4<sup>th</sup>.

## REPORT:

The CAO position is the top executive at the Township and is responsible for the Township's administrative operations. It is critical that the transition to a new leader is facilitated as soon as possible. The options for filling the Township's next CAO include conducting recruitment through an external search firm or managing the recruitment process internally through the Township's Human Resources Department. The two options are outlined below.

### **Option #1 External Search Firm**

In reviewing senior level job postings from other municipalities and the Ontario Municipal Administrators Association documentation, there are a list of recruitment firms that identified as leading firms in Ontario for hiring Municipal Government executives (see Attachment 1).

The estimated value of this recruitment would be less than \$50,000 and therefore, according to the Purchasing Policy, three (3) written quotes would be required. The lowest compliant bidder would be the successful vendor.

The benefits of engaging an external search firm to conduct the CAO recruitment include:

- Extensive experience in hiring top level executives, and
- Finding and recruiting candidates who might not necessarily be actively looking for a job by connecting with them through referrals, direct contact and using their database of candidates from past executive level recruitments, and
- Leading the process from the recruitment phase up to and including negotiating with the successful candidate, and
- Providing a recruitment guarantee that the successful individual will remain in the CAO position for a one- or two-year time frame depending on the search firm.

The drawbacks of engaging a third-party recruitment firm to conduct the CAO recruitment include:

- A significant cost for their services

### **Option #2 Conducting the Recruitment Process Internally**

If the recruitment was to be conducted through the Human Resources Department, a job vacancy notice based on the job description and required skills would be developed for the position. The job posting would be advertised in several different media resources and professional associations to ensure maximum exposure to top prospecting candidates. Certain media resources and professional associations can be selected to ensure exposure to executive level candidates in both the public and private sectors. The estimated total cost would be less than \$20,000.

The benefits of conducting the CAO recruitment through the Township's Human Resources Department include:

- The cost of managing the recruitment internally through the Township's Human Resources Department is less than the cost to engage an external search firm
- And Human Resources Staff, in conjunction with Township Council have a more informed understanding of the corporate culture and issues on the specific knowledge, skills and experience required of a new CAO, when reviewing resume submissions and developing the short list of candidates for interviews.

The drawbacks of conducting the CAO recruitment internally through the Township's Human Resources Department include:

- Some top-level executives may prefer a recruitment process through an external search firm, therefore an internal process could limit the number of qualified candidates who would apply for the position, and
- There are high costs associated with posting positions on media resources and through professional associations to recruit qualified applicants, and
- Time constraints associated with limited resources for conducting the CAO recruitment process internally in conjunction with other recruitment files, collective bargaining and other labour/employee relations matters.

### **Other CAO Recruitment Considerations**

The Townships Hiring and Termination Policy sets out the structure of the committee that will hire the next CAO, see Attachment 2. The CAO Selection Committee is composed of the Mayor and two Councillors, and will be established to assist with the CAO recruitment process including short-listing candidates and for interviewing of the candidates.

Given the importance of the role and the time and work involved, staff would recommend that an external recruitment firm be used at this time.

### **ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:**

Trustworthy Leadership – Foster a positive and respectful working environment engaging and serving our community

### **FINANCIAL CONSIDERATIONS:**

The cost of recruitment will come from the operating budget, and if it leads to a negative overall variance at the end of 2025, it will be funded from the Contingency Reserve.

### **ATTACHMENTS:**

Attachment 1 – Recruitment Firms

Attachment 2 – HR-002 Policy Hiring and Termination