

Adopted By:	Council
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## Definitions

- 1 Words in this recommended process have the same meaning as those set out in the *Municipal Government Act* except as follows:
  - (1) **“CAO”** means Chief Administrative Officer;
  - (2) **“Chief Administrative Officer”** means the Chief Administrative Officer of Rocky View County as defined in the MGA;
  - (3) **“Council”** means the duly elected Council of Rocky View County;
  - (4) **“Councillor”** means a duly elected member of Rocky View County Council;
  - (5) **“County”** means Rocky View County;
  - (6) **“MGA”** means the *Municipal Government Act*, RSA 2000, c M-26, as may be amended or replaced from time to time;
  - (7) **“Reeve”** means the Chief Elected Official of Rocky View County pursuant to the MGA; and
  - (8) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



## CAO Recruitment and Hiring Process

- 2 This recommended process establishes a standard recruitment process for Council to select and hire a Chief Administrative Officer (CAO) for Rocky View County (the County).
- 3 Hiring the CAO is a key responsibility of Council. As the County’s administrative lead, the CAO’s prime responsibility is to implement the resolutions, bylaws, and policies of Council efficiently and effectively. The CAO is responsible for directing a team of department heads, supervisors,

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- technicians, and support staff in order to manage the affairs of the County and to deliver public services.
- 4 When a CAO vacancy occurs, Council shall fill the position on a temporary basis until the new CAO is hired. Council may choose to fill this interim position by:
    - (1) rotating executive directors on a pre-arranged schedule;
    - (2) appointing a current County employee; or
    - (3) hiring a person from outside the County for a short period of time.
  - 5 Before advertising for a CAO, Council reviews, updates, and approves:
    - (1) the job description. The job description must clearly define the CAO's duties, responsibilities, and degree of authority within the MGA, including sections 207 and 208, and as assigned by Council, with measurable results for each; and
    - (2) the salary inclusive of benefits. Council considers the audited financial statements of municipalities in similar size and scope to determine the median market salary for the CAO.
  - 6 The County may engage an employment recruitment consultant, enlist human resources, set up a Council committee, or use Council itself for the recruitment process. The preference is for the County to enlist the aid of a recruitment consultant who has access to suitable candidates and is intimately familiar with the recruitment and hiring process.
  - 7 The job advertisement must contain critical information about the position, the community, the necessary candidate qualifications, the closing date, and contact information to submit applications.
  - 8 The County may advertise the position in print or online at the following places:
    - (1) a local, regional, city or national newspaper;
    - (2) an industry trade journal;
    - (3) municipal and administrator associations; and
    - (4) the County's internal and public website.
  - 9 Council chooses candidates to interview based on the criteria set out in the job description and the advertisement.
  - 10 Council screens all applications in a consistent and fair manner. Strengths and weaknesses of each short-listed candidate are discussed in light of what Council feels is needed by the community and the organization.

- 11 After the screening process is complete, an interview panel is set from within Council and interview times set. Candidates selected through the screening process are then contacted and invited for a minimum of one interview.
- 12 Council asks open-ended questions during the interview to clarify the strengths and weaknesses of candidates, and to identify their sensitivity, maturity, judgment, character and personal suitability for the position. A series of potential interview questions are included in section 22 of this recommended process.
- 13 Council asks technical questions during the interview to determine a candidates understanding of municipal finances, strategic planning, and the CAO's role in a Council or committee meeting.
- 14 After all the interviews have concluded, the interview panel determines whether further interviews of candidates are necessary. If no further interviews are needed, the interview panel selects the best candidate or creates a short-list of candidates. A series of questions the interview panel may ask to determine the best candidate(s) are included in section 23 of this recommended process.
- 15 Council ensures that at least two employment references are contacted on behalf of the short-listed candidates or best candidate. References must include people whom the candidate has worked for, or with, in the candidate's present position and most recent position(s). Academic reference checks are also conducted. References are checked in accordance with the Freedom of Information and Protection of Privacy Act, RSA 2000, c F-25, as may be amended or replaced from time to time.
- 16 An offer of employment or an employment contract is prepared once the recruitment and reference checks are completed and Council selects the best candidate.
- 17 Prior to an offer being communicated to the selected candidate,
  - (1) the offer of employment or employment contract is prepared or reviewed by the County's legal counsel to ensure proper conditions and employment clauses are included;
  - (2) the terms and conditions of employment are agreed to by Council; and
  - (3) a designated Councillor is authorized by a resolution of Council to enter into contract negotiations with the candidate.
- 18 The designated Councillor verbally makes the offer and forwards the written offer to the selected candidate on behalf of Council as soon as possible.
- 19 The written offer shall incorporate the start date, the salary (for what time period and date of review), probationary period, severance, benefits, vacation, expense policy, moving expenses, and any special terms or conditions of employment, such as professional development.

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- 20 The selected candidate must sign the written offer and return a copy to Council within three days or receipt, or another amount of time deemed reasonable by Council. The candidate directs questions about the offer to the designated Councillor. A lengthy response and negotiation time is not permitted, as Council may have to proceed with their second choice.
- 21 After the successful candidate accepts the written offer, Council by resolution passed by a simple majority,
- (1) officially appoints the CAO; and
  - (2) confirms Council's acceptance of the employment contract.



## Candidate Interview and Interview Panel Guidelines

- 22 Interview Questions for CAO Candidates:
- (1) How do you view the role of CAO compared to that of Council?
  - (2) How would you describe your management style? Utilize examples from your most recent experiences to illustrate this style.
  - (3) How would you describe your strengths and weaknesses?
  - (4) What one attribute would you be best known for in your experiences to date?
  - (5) What one area of weakness do you feel you should work on most urgently?
  - (6) How would you propose to learn more about the community should you be hired?
  - (7) What purpose(s) would management meetings serve?
  - (8) When hiring senior staff members, what attributes do you feel are most critical to the success of any candidate?
  - (9) What administrative tools or processes or management techniques do you feel are most critical to your success? Please describe these techniques.
  - (10) In what ways would you propose to become involved in the community?
- 23 Candidate Considerations for the Interview Panel:
- (1) Did the candidate understand all the questions? If not, did the candidate seek clarification?
  - (2) Did the candidate respond quickly and appropriately to the questions?



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- (3) Did the candidate come across as truthful and forthcoming?
- (4) Did the candidate come across as sincere and trustworthy?
- (5) Did the experience and academic qualifications of the candidate meet or exceed the requirements of the advertisement?
- (6) Did the leadership style described by the candidate seem to fit the style exercised by Council?
- (7) Did the candidate recognize his/her own role in relationship to that of Council and the Mayor/Reeve?
- (8) Did the candidate demonstrate a relatively clear understanding of the management process or will the senior staff be spending much of their first year training the manager?
- (9) What was your overall assessment for whether or not this candidate will "fit" into the organization and the community?

