



Staff Report HR2021-019

Title of Report: HR2021-019 – CAO Succession Planning
Department: Human Resources
Council Date: September 15, 2021

Recommendation:

Be it resolved that Council receive Staff Report HR2021-019 for information; and

That Council review the CAO Succession Plan – CAO Planned Retirement Document and provide feedback; and

That Council direct staff to proceed with an internal posting for an intent to apply for the upcoming CAO vacancy; and

That Council direct staff to bring a closed session report to the October 6, 2021 Council Meeting to discuss the applications from the Intent to Apply; and

That Council appoint _____ to lead and coordinate the process of hiring the new CAO to fill the planned upcoming vacancy.

Background:

At the June 5, 2019 Council Meeting, Council approved the following motion for report CAO2019-061

Moved By Deputy Mayor Milne **Seconded By** Councillor Shipston

Be it resolved that Council receive Staff Report CAO2019-061 as information; and

That Council review the CAO Succession Plan as a guidance document, and make suggestions for changes and refinement so that it can be filed for future use as a Township Standard Operating Procedure when needed in the future.

Carried. No 2019-358

Staff Comments:

Staff reviewed the CAO Succession Plan Guidance Document that was presented at the June 5, 2019 meeting and want to acknowledge the importance of having guidance for all scenarios of having to replace a CAO, however with the current CAO's retirement now less than 18 months away, staff recommend a more specific succession plan with timelines for this situation. Attachment #1 is a revised version of the "CAO Planned Retirement" section of the original document and outlines staff recommended steps.

The first step staff recommend is for Council to review the CAO Succession Plan – CAO Planned Retirement Document and provide feedback. It is important there is an established plan in order to ensure the process is completed to the satisfaction

of Council and in a timely manner. Staff recommend appointing one person to lead and coordinate this process as one point of contact to manage the process.

The retirement date of the current CAO is December 31, 2022. In order to establish timelines as well as a budget for 2022, staff ask Council to discuss the amount of time Council wishes the new CAO to transition into the new role with the present CAO. This direction will allow for timelines to be established for the entire process.

The next step staff recommend is to post an "Intent to Apply" internally. A draft is included as Attachment #2 of this report. The potential for internal candidates versus external candidates is another factor that could impact timelines. Staff feel it is important to begin the exploration of internal candidates in the near future.

Staff recommend the following actions for 2021 in relation to CAO Succession planning for the upcoming planned vacancy of the CAO position:

- Explore and discuss internal interest;
- Observe internal interested candidates;
- Update CAO Job Description.

Timelines in 2022 will depend on the following:

1. If there are internal candidates;
2. If Council wishes to proceed with those internal candidates that are interested; and
3. A decision on the transition time between the incumbent CAO and future CAO.

Financial Implications:

There is no current financial impact as a result of this report to the Township. The 2022 budget will need to take into consideration the salary of the new CAO while working with the current CAO in 2022.

Communications & Community Action Plan Impact:

This report has been written and presented to Council to communicate accurate and timely information to the public.

Concluding Comments:

1. That Council receive this report as information.
2. That Council review and provide feedback on the CAO Succession Plan – CAO Planned Retirement.
3. That Council discuss the amount of time the current CAO and the future CAO should work together prior to the current CAO's retirement date.
4. That Council direct staff to internally post an "Intent to Apply" for the future CAO position.
5. That Council direct staff to bring a closed session report to the next Council Meeting to discuss internal candidates.

Respectfully Submitted,

HR Coordinator: *Original Signed By*

Kayla Best, HR Coordinator/Assistant to the CAO

CAO Approval: *Original Signed By*

Dave Milliner, CAO

Attachments:

Attachment #1: CAO Succession Plan – CAO Planned Retirement Document.

Attachment #2: Intent to Apply internal posting.