

**Township of Southgate  
Administration Office**

185667 Grey Road 9, RR 1  
Dundalk, ON N0C 1B0



**Phone:** 519-923-2110  
**Toll Free:** 1-888-560-6607  
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**CAO Succession Plan – CAO Planned Retirement**

**Updated February 7, 2022**

Step	Task	Proposed Timeline	Status
1	Appoint Coordinator of CAO Succession Plan	September 21, 2021	Complete
2	Internal Intent to Apply	September 27, 2021	Complete
3	Closed Session re: Internal Interest	October 6, 2021	Complete
4	Approval of Process and Timelines	October 20, 2021	Complete
5	Job Description Updates	March 31, 2022	In Progress
6	CAO Profile Creation	March 17, 2022 to April 30, 2022	In Progress
7	Observation Period for Internal Candidate(s)	October 20, 2021 – April 30, 2022	In Progress
8	Internal / External Posting	May 3 – June 3, 2022	
9	Selection of Candidates	June 15, 2022	
10	Interviews	June 27 to June 30, 2022	
11	Second Interviews	July 18 – July 22, 2022	
12	Selection of Successful Candidate & Background Checks	July 25 to August 3, 2022	
13	Negotiations	August 4 to August 12, 2022	
14	Appointment	August 17, 2022	
15	Notice Period/Backfill Period	August 17 – September 17, 2022	
16	Official Start Date	September 19, 2022	

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### **CAO Succession - CAO Planned Retirement**

1. Council should start discussions with the incumbent CAO and the HR Coordinator 12 to 18 months prior to the planned retirement date. Council should appoint a coordinator of the process.  
[Proposed Timeline: September 21, 2021 - COMPLETE](#)
2. First staff recommend an internal posting for an "Intent to Apply". The purpose of this application process is to make Council aware of the potential internal candidates and how internal interest could impact timelines.  
[Proposed Timeline: September 27, 2021 - COMPLETE](#)
3. After the closing date of the internal posting, staff recommend a closed session report to notify Council if there are any internal candidates and have discussions about the candidates. Staff recommend that the CAO be included in this discussion for trusted input and the ability to answer questions that could relate back to the position.  
[Proposed Timeline: October 6, 2021 - COMPLETE](#)
4. Approval of Process and Timelines: Staff recommend Council approve process and timelines in order for everyone to be prepared. Things to consider for the timelines:
  - a. Lame Duck may be a possibility starting August 19, 2022 and staff recommend an appointment occur before this date in order to avoid delays of having to wait for new Council.
  - b. Overlap between incumbent CAO and new CAO should be factored into the timelines.
  - c. Notice Period (external) or Backfill Period (for internal staff) could be up to one month assuming the new CAO is coming from a senior role.
  - d. Staff recommend leaving enough time for interviews including time to prepare questions (which may require reaching out to external resources), putting together an agenda with proper notice (if interviews will be Special Meetings of Council), second interviews, preparation time for candidates to prepare presentations, etc.[Proposed Timeline: October 20, 2021 - COMPLETE](#)
5. Job Description Updates: The CAO Job Description should be reviewed and updated as required by the incumbent CAO and Human Resources. Once updated, the job description will go to Council for **feedback and then** final approval prior to job posting.  
[Proposed Timeline: March 31, 2022](#)

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6. It is recommended that a position profile should be developed and referenced during the recruitment process. This will provide transparency and a guideline as to the attributes desired when recruiting the new CAO. All members of Council should have input into this profile and the process will be managed by the HR Coordinator with Council support.  
Proposed Timeline: March 17, 2022 to April 30, 2022.
7. Observation Period for Internal Candidates: Once internal candidate(s) have shown interest as possible future CAO applicants, the members should individually monitor, assess and document their observations during Council meetings and during any day-to-day interactions with the individual(s). This should be done ~~over a 60-90 day period~~, to provide the time to observe and assess the positives and the concerns, in order to reach a consensus of an applicant's viability and the probability of long term success in the position. Bottom line is, do you have the trust, and do you have the confidence in this individual. Staff recommend a closed session report at the end of the observation period to discuss their findings ~~as part of the recruitment process. This discussion may impact if the posting is Internal/External vs Internal only.~~  
Proposed Timeline: October 20, 2021 – April 30, 2022
8. Internal / External Posting: The Township posts internally and externally for 30 days, on the Township's website, Facebook page & promote through other internal social media options, advertise in local (Dundalk Herald & Mount Forest Confederate) and regional (Owen Sound Sun-Times) newspapers and industry communication promotion options like AMO, OMAA, etc., for the open CAO position, to start the internal and external CAO recruitment process.  
Proposed Timeline: May 3 to June 3, 2022
9. Selection of Candidates: The Council Hiring Committee should work with the incumbent CAO and/or Human Resources to review the applications and select the candidates they wish to interview. The selections can be decided on at the June 15, 2022 Council Meeting in Closed Session.  
Proposed Timeline: June 6 to June 15, 2022
10. Interviews: Staff recommend a minimum of one to two weeks between the selection of candidates and the first interviews in order to provide sufficient time to setup the interviews and create the interview questions. Interview questions will be drafted by the Hiring Committee working with

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the incumbent CAO and Human Resources; HR will use external resources as well. This step also includes time for Human Resources to reach out to the candidates to setup the interviews and provide proper notice for the Special Council Meeting(s) to conduct the interviews.

Considerations for first interviews:

- a. Should be approximately 90 minutes in duration;
- b. Questions should give scenario(s) to test the applicant(s) skills related to administrative, financial, and roads types of challenges.

[Proposed Timeline: June 27 to June 30, 2022](#)

\*NOTE\* "Hiring Committee" will include all of Council as per Southgate Hiring Policy #8 and may include the incumbent CAO and/or Human Resources.

11. Second Interviews: The Hiring Committee and HR and/or incumbent CAO should meet following the completion of the first interview process and decide those internal and external applicants that will be selected for the second round of interviews. The Hiring Committee should again work with in greater detail the incumbent CAO, HR, and/or a Human Resources Consultant to draft second round interview questions. The focus should be on digging deeper into knowing each of the applicants better, exploring their job history in detail and also probe into specific concerns of each applicant raised by the interviewers in round 1. It is recommended that another group of multiple scenarios be developed to test the applicant(s) skills related to their building, by-law enforcement, human resources, planning, recreation and/or budgeting skills through these types of experience issues. The second interview candidates should also be required to provide a report and presentation on there vision and plan for Southgate's 3 major issues facing the Township over the next 3 years. Considerations on timing:
  - a. Enough time to select candidates;
  - b. Prepare interview questions;
  - c. Provide candidates with presentation requirements and then create the presentation;
  - d. Notice for Special Council Meeting.

[Proposed Timelines: July 18 to July 22, 2022](#)

12. Background Checks, Selection of Successful Candidate:

The Hiring Committee and HR, if required should meet following the completion of the second round interviews, to process all the information and decide those internal and/or external applicant(s) that will be selected for

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further research related to background, social media research and reference checks. The Hiring Committee should direct Human Resources (HR) to complete the necessary research related to background, social media research and reference checks and report back to Council on those outcomes. This report could be done at the August 3<sup>rd</sup>, 2022 Council Meeting in Closed Session and would meet to discuss the information on the background information and reference checks received on the targeted CAO candidate(s) and make a decision to proceed with hiring a selected applicant, or to repost the position if there are no other options

[Proposed Timeline: August 3, 2022](#)

13. Negotiations: When there is a selected candidate for the position, Council should direct HR to start negotiations and execution of an Employment Contract Agreement with the selected individual. Staff recommend a negotiation committee be formed to assist with this process. HR may consult with our Human Resources Consultant for the Employment Contract. Final Employment Contract to be approved by Council.

[Proposed Timeline: August 4 to August 12, 2022](#)

14. The appointment of the new CAO to occur at a Special Council Meeting. Staff recommend August 15 to August 17, 2021 to avoid the possibility of Lane Duck.

[Proposed Timeline: August 17, 2022](#)

15. Notice Period / Backfill : There will be a period required for either notice given (external) or to backfill positions (internal) and staff recommend one month as the proposed timeline.

[Proposed Timeline: August 17 to September 17, 2022](#)

16. Start Date: Due to timing with Lane Duck beginning August 19, 2022, staff recommend a start date of September 19, 2022 which provides approximately three (3) months of overlap between the new CAO and the incumbent CAO.

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Today < > June 2022

Mount Forest, Canada ▾ ☁ Today 67° F / 57° F ☁ Tomorrow 70° F / 59° F ☁ Friday 68° F / 51° F 📅 Month ▾

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
May 29	30	31	Jun 1	2	3 POSTING CLOSES	4
5	6 REVIEW RESUMES, COUNCIL REPORT	7	8	9 AGENDA DUE	10	11
12	13 REVIEW RESUMES, COUNCIL REPORT	14	15 COUNCIL MEETING TO FINALIZE SELECTION	16	17 SETUP INTERVIEWS, CREATE INTERVIEW QUESTIONS	18
19	20	21 NOTICE DUE TO PUBLIC FOR SPECIAL CLOSED MEETING(S)	22	23	24	25
26	27 INTERVIEWS	28	29	30	Jul 1	2

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Jun 26	27 INTERVIEWS	28	29	30	Jul 1	2
3	4 SELECTION BASED ON INTERVIEWS, SETUP SECOND INTERVIEWS, PREPARATION FOR CANDIDATES	5	6	7	8	9
10	11 SELECTION BASED ON INTERVIEWS, SETUP SECOND INTERVIEWS, PREPARATION FOR CANDIDATES	12	13	14	15	16
17	18 SECOND INTERVIEWS	19	20	21	22	23
24	25 BACKGROUND & REFERENCE CHECKS, SELECTION OF SUCCESSFUL CANDIDATE	26	27	28	29	30
31	Aug 1 BACKGROUND & REFERENCE CHECKS, SELECTION OF SUCCESSFUL CANDIDATE	2	3 COUNCIL MEETING FOR FINAL DECISION	4	5	6 NEGOTIATIONS & CONTRACT CREATION To Aug 12 →

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Jul 31	Aug 1	2	3	4	5	6
← From Jul 25		BACKGROUND & REFERENCE CHECKS, SELECTION OF SUCCESSFUL CANDIDATE		NEGOTIATIONS & CONTRACT CREATION		
			COUNCIL MEETING FOR FINAL DECISION			
7	8	9	10	11	12	13
NEGOTIATIONS & CONTRACT CREATION						
14	15	16	17	18	19	20
			APPOINTMENT		POTENTIAL LAME DUCK STARTS	
21	22	23	24	25	26	27
28	29	30	31	Sep 1	2	3