

## **RECRUITMENT POLICY REVIEW TASK FORCE**

---

**DATE:** Tuesday, May 22, 2018

**WARD(S):** ALL

### **TITLE: ROLE OF COUNCIL IN THE RECRUITMENT OF SENIOR ROLES – STAFF RECOMMENDATIONS**

**FROM:**

Demetre Rigakos, Chief Human Resources Officer

**ACTION:** FOR INFORMATION

---

### **Purpose**

To provide the Recruitment Policy Review Task Force with recommendations on clarifying the role of Council in the recruitment of senior staff and to support the task force in forwarding the final recommendations to Council for consideration.

### **Recommendations**

1. That the current Recruitment Policy (as approved in 2015) be maintained without changes.

### **Report Highlights**

- Background of work undertaken by the task force
- Previous communications / reports on this issue
- Key themes presented at the Council Education session
- Recommended approach to improve clarity of roles and improve governance

### **Background**

The Recruitment Policy Review Task Force was created by Council to review the role of Council in the recruitment of senior staff and to provide recommendations to Council for consideration.

The recruitment policy task force met on two separate occasions.

On January 29, 2018 following the first meeting of the task force, staff were directed to conduct additional research and provide a summary report to the task force for consideration. ([see hyperlink](#))

On February 20, 2018 staff presented an overview of the background and research on this issue and the task force directed staff to seek additional legal advice as well as advice from the integrity commissioner and to further explore an opportunity to receive additional input from professor David Siegel the author of the article entitled “***The “public service bargain” in local government: A new way of looking at relations between municipal councils and CAOs***”. ([see hyperlink](#))

On April 18, 2018 staff hosted an education session for Council. Professor Siegel presented a framework to help Councillors and staff understand that the best decisions are a melding of the two perspectives. Legal professional Paul Cassan presented on the importance of staff and council working together as a team; Roles and responsibilities; Legislative environment; Council staff relations; Bill 132: Anti-Harassment and Workplace Violence.

Some of the key themes to consider in terms of defining the appropriate role of Council in the recruitment of senior roles emerged from the education session and included:

- a) Council is a governance board, not a management board.
- b) Council (as a whole) is the employer and supervisor only of the City Manager.
- c) Council must give the City Manager the responsibility and accountability to build a senior leadership team that will enable the administration to deliver on Council's priorities.
- d) Council is responsible to ensure that policies are developed and approved.
- e) It is the City Manager's and Staff responsibility to implement policies in accordance with Council's direction.
- f) Council's legal power is as a collective, not as individuals.
- g) Statutory positions such as the Clerk, Treasurer, Fire Chief and Chief Building Official are appointed by Council and have statutory roles but direction flows through the City Manager.

Taking into consideration the material and themes shared with Council and with the taskforce the following are some key recommendations for the Task Force's consideration:

1. The City Manager commits to providing Council with appropriate and relevant information throughout the recruitment process, to satisfy Council that the recruitment policy is implemented effectively and that the recommendation for the successful candidate is supported with evidence that gives Council confidence in approving the recommendation.
2. Council commits to providing the City Manager with reasonable authority, responsibility and accountability to build the leadership team and run the administration effectively and as such, Council will not be directly involved in the recruitment process. In other words, staff will be responsible for initiating the recruitment process, interviewing candidates and forming a recommendation for Council's consideration and approval.

The most recent recruitments of senior staff and staff with a statutory role have followed these recommendations with great success. Staff have led the recruitment process, given Council regular updates and Council has ratified on the City Manager's recommendation, in some cases without meeting the final candidate and in others by having the recommended candidate meet with Council to provide that final layer of re-assurance.

At this point staff do not recommend any changes to the recruitment policy itself.

The only exception to this approach is the recruitment of Council's one employee, that of the City Manager. When Council undertakes a recruitment of the City Manager then Council is directly involved in the entire recruitment, selection and decision-making process unless Council specifically decides to delegate some of those responsibilities to staff.

### **Financial Impact**

There are no financial impacts with maintaining the current policy.

### **Broader Regional Impacts/Considerations**

Current Recruitment Policy is consistent with leading practice in York Region and across Ontario as outlined in the Finance, Administration and Audit committee meeting of September 2017. Maintaining current policy helps attract top candidates in recruitments by demonstrating good governance and minimizing the perception of political interference.

### **Conclusion**

The recruitment and selection of senior municipal staff is a very important function in ensuring that the municipality employs and retains competent staff to address Council's

priorities and serves the needs of the citizens. The decision-making process is of paramount importance in ensuring good governance and quality outcomes.

Clarifying roles and responsibilities in the recruitment and selection process of senior staff leads to improved governance. Good governance contributes to quality decisions, improved productivity and staff engagement and enhances the public's trust in their government. It also contributes to increased trust within the organization as well as between Council and Staff and between the City Manager and the Mayor and facilitates the recruitment and retention of competent staff.

The recommendations contained in this report will facilitate clarity of roles and responsibilities and lead to improved decisions.

**For more information**, please contact: Demetre Rigakos, Chief Human Resources Officer.

**Prepared by**

Demetre Rigakos, Chief Human Resources Officer ext. 8297.