



Chief Administration Officer (CAO) Requirements Survey

The Chief Administrative Officer (CAO) at the Region of Peel is critical to the organization's success and its ability to deliver on the organization's strategic outcomes and fulfil the vision of Community for Life.

As we embark on the process to find the next CAO to lead the Region of Peel, it is important for us to hear from you. We want to hear what competencies, personality traits and experiences will position our next CAO for success. We will then use this information as a foundation to build the job description and support the recruitment process.

Before you begin to capture competencies, personality traits and experiences that are important for our next CAO, I am asking you to spend some time going through the Leadership Competency Guide Framework. This framework will help you reflect upon the leadership, management and technical competencies that are, in your opinion, essential in our next CAO.

Thank you,

Councillor Parrish

Chair Policies and Procedures Committee

Judy McArthur

Manager, Talent Acquisition

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Update Regarding the Chief Administrative Officer (CAO) Recruitment Process



Leadership Competencies

Leadership competencies articulate how all leaders at the Region of Peel are expected to lead.

Please review the leadership competencies.

You have 100 points. Distribute the 100 points across the 9 leadership competencies according to the degree of importance for the CAO position. For example, if you believe strongly in one competency you can apply all 100 points. If you believe one competency is more important than another, you will apply more points to one and less or none to the others.

| Competency | Definition | Points |
|---------------------------|---|--------|
| Vision | The ability to create and/or communicate with passion and excitement an achievable and inspiring future state. | |
| Change Leadership | The ability to drive and manage transformational change. | |
| Organizational Awareness | Knowing and working well with the key relationships, interests and power bases within and outside of the organization. | |
| Collaboration | Working with colleagues and stakeholders towards solutions in order to achieve results for the betterment of the Region of Peel. | |
| Impactful Communication | Inspiring trust and confidence in others through communication, in both interpersonal and public speaking settings. | |
| Effective Decision-Making | Willingness to take on tough decisions. | |
| Adaptability | Developing, adapting, and applying experience in constantly changing conditions. | |
| Inclusion | Creation of opportunities for everyone to contribute, to be successful and be recognized regardless of their background, experience or perspectives. | |
| Courage | Taking on difficult conversations and important topics with others in an honest and respectful manner, staying self-aware, calm and resilient in the face of challenges, and encouraging others to do the same. | |
| Total | | 100 |

Additional comments on the required leadership competencies.

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Management Competencies

Management is oversight of operational performance and the direction of staff.

Two management competences have been identified as **People Management** and **Operations Management**.

Both management competencies are critical for the next CAO.

Please comment on how the CAO will demonstrate people management and operations skills and experience.



Technical Competencies

Technical competencies refer to the specific knowledge, skills and abilities required for performance. Leadership competencies talk about how work should be accomplished and technical competences detail what is accomplished in the position.

Please review the list of technical competencies and circle “yes” or “no” on its importance for the next CAO of the Region of Peel.

| Technical Competencies | Important Yes or No |
|---|------------------------|
| 10 +years of progressive, senior administrative and leadership experience leading in a unionized private or public sector work environment leading complex organizations with multiple operations and diverse stakeholders. | Yes / No |
| University degree in public administration, business or related discipline. | Yes / No |
| 5+ years demonstrated executive leadership experience, with strong people management skills including a proven ability to build, mentor, coach, engage, and motivate a multi-disciplinary team. | Yes / No |
| Demonstrated proven track record of achieving measurable results when executing complex and transformational initiatives for large organizations. | Yes / No |
| Demonstrated ability to apply innovative thinking with an advanced ability to link strategies and planning to business objectives and an ability to move seamlessly between strategic and operational thinking. | Yes / No |
| Experience in interpreting a strategic vision into an operational model while inspiring confidence and advancing a strategic agenda across a complex organization. | Yes / No |
| Excellent judgement and creative problem-solving skills while working in a complex environment that must be adaptive to change. | Yes / No |

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| Critical thinker with innovative solutions to complex business issues, strong analysis and creative problem solving and the ability to exercise sound judgment to make timely decisions based on evidence. | Yes / No |
| Demonstrated experience in leading and driving complex solutions through influencing, consulting, negotiation and conflict resolution. | Yes / No |
| Demonstrated ability to communicate information with impact, passion and excitement to a diverse audience in a manner that establishes rapport, persuades others, and gains trust and understanding. | Yes / No |
| Demonstrated inclusion as a leader, including the ability to listen to diverse perspectives and viewpoints, be open to new ideas and approaches and integrate these into tangible solutions. | Yes / No |
| Excellent written and verbal communications skills, including presentation skills, to convey complex material in a manner appropriate to different audiences. | Yes / No |
| Excellent customer service and relationship building skills in order to achieve outcomes in partnership with both internal and external stakeholders. | Yes / No |
| Demonstrated knowledge and understanding of outcome/service-based planning, budgeting and performance measurement and an ability to utilize data to inform decision-making with respect to the value or return on investment that is being provided to Peel residents. | Yes / No |
| Solid knowledge of budgeting, balance sheets and financial reports. | Yes / No |
| Demonstrated high standards of ethics, integrity, respect, accountability and upholding the public interest. All leaders at the Region of Peel are expected to live and demonstrate Peel's Leadership Competencies. | Yes / No |
| Political and business acumen is required. | Yes / No |

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Please identify additional technical skills or experience that are not listed above you feel are important and please comment on why you believe they are important.

Please provide any additional comments or requirements for the CAO that you feel are important.