

2025 CAO Hiring Process

SUMMARY

On Monday, June 9th, 2025 the role of CAO for the Municipality of St. Mary's became vacant. With a small administrative staff and many projects within the 2025-2026 workplan it is extremely important to fill the vacancy as soon as possible. The report below helps outline to background and hiring steps for the position.

BACKGROUND

When the previous CAO was hired on September 5th, 2023. St. Mary's Council hired the recruitment firm Gerard Walsh and Associates on May 15th, 2023 to assist in the attraction and hiring of a CAO for St. Mary's. The cost of the recruitment firm was \$20,000-\$25,000. At that point administration had already posted a job ad and received many resumes which were provided to the recruitment firm when they were hired. A hiring committee was developed consisting of the Warden, Deputy Warden and two Councillors along with Barry Carrol (CAO – MODG) and Gerald Walsh. Five applicates were short listed and provided to the hiring committee, of which two were interviewed on July 26th, 2023 by telephone/zoom by the entire hiring committee. The second round of interviews took place on August 4th, 2023, where one candidate participated in a presentation to the Warden, Deputy Warden, and Councillors, followed by a tour of Sherbrooke and the Transfer Station. Following the interview, the committee met, and the Warden requested a Special Council Meeting on Wednesday, August 9th, 2023. Council facilitated a letter of offer (drafted by staff) and presented to the candidate by the recruitment firm; the recruitment firm also conducted reference checks (3) and handled the criminal record check. The candidate started their first day of employment on September 5th, 2023.

CONSIDERATIONS

1. Develop and review job ad/description in relation to the CAO policy – see attached.
2. Decide if council would like to proceed with in house recruiting or hire a consultant.
3. Timeline – estimated dates for example – based on recruiting in house not external

Item	Time
Job Posting	June 23, 2025 – July 11 th , 2025 (3 weeks)
Short List Applicants, select interview questions and contact them for interview	July 14 th – July 18 th
1 st Round of Interview & review/scoring of interview	July 21 st -August 1st
2 nd Round of Interview (further short listing)	August 4 th – August 8th

Staff Report



Reference checks	August 11 th – August 15 th
Special Council meeting / Offer to successful candidate	August 18 th – August 22 nd
Potential Start Date	September 8 th – 19 th ?

4. Completing reference & criminal record check
5. Where to post job ad; examples
 - a. Municipal World
 - b. AMA listserve
 - c. CAMA website
 - d. Indeed, Canada Job Bank, LinkedIn, etc
 - e. Newspaper
 - f. St. Mary's Website, Social Media, Newsletter
6. Review interview questions – DOF has draft questions
7. Determine salary within salary range.
 - a. Current CAO salary \$98,416. Current salary range \$93,729-\$116,698

Municipal Unit	Salary Range
Town of Middletown	\$90,790-\$116,127
Town of Berwick	\$115,664-\$152,965
District of Shelburne	\$131,656
District of Barrington	\$96,793 - \$125,262
District of Clare	\$98,000 - \$147,000
County of Antigonish	\$127,058 - \$151,492
Kentville	\$150,000-\$180,000
Co. of Annapolis	\$161,484-\$186,648
Co. of Inverness	\$130,000 - \$145,000
Municipality of the County of Pictou	\$95,000 - \$135,000
Municipality of the District of Argyle	\$110,000 - \$146,000

8. Goal for potential start date.
9. Length of probation period, generally 6 months.
10. Number of vacation weeks per year, operate as per HR policy unless otherwise indicated in letter of offer.
11. How will over time/extra hours be recorded/dealt with.
 - a. Record as time in lieu as occurs
 - b. Example of: One week in lieu of overtime
12. Group Medical and Pension Benefits – start dates or each, before or after probation?
13. The ramifications of change management and potential change of processes on current staff.
14. Letter of Offer – the municipality has a standard letter of office that the Director of Finance uses when assisting with hiring which was developed in collaboration with the municipal solicitor.



Employment Opportunity:

Position Title:	CHIEF ADMINISTRATIVE OFFICER
Reports to:	Municipal Council
Classification:	Permanent/Full-Time (40hrs/wk)/Salary
Salary Range:	\$93,729 - \$116,698

Position Summary:

The Municipality is seeking the right person to lead our municipal administration team in the position of Chief Administrative Officer. This is a permanent full-time position. As the administrative head of the municipality, the CAO ensures that the policies and programs of the municipality are implemented; advises and informs Council on the operation and affairs of the municipality; and performs the duties and functions and exercises the powers assigned to a Chief Administrative Officer by the Municipal Government Act and other enactments, or those assigned by Council. The combined annual operating, water and capital budget is approximately \$3.8 million/ annum.

Duties of the Position:

- Administers the day-to-day business affairs of all departments of the Municipality, in accordance with the policies and plans approved by Council.
- Co-ordinate and direct the preparation of plans and programs to be submitted to Council for the construction, rehabilitation and maintenance of all Municipal property and facilities.
- Ensure that the annual budgets are prepared and submitted to Council.
- Be responsible for the administration, accountability and control of the budget adopted by Council.
- Present to Council for its consideration recommendations from staff, along with appropriate commentary from the CAO, concerning any aspect of internal operations, including proposed by-laws and resolutions to give effect to such recommendations as may be adopted by Council.
- Meet with Directors and staff regularly, for discussion of matters of policy and for coordination of all Municipality activities.
- Attend, or be adequately represented at, all meetings of Council and any other meetings that Council may establish, and with the permission of the presiding officer make such observations and suggestions as the CAO may deem expedient on the topic under discussion.
- Make written recommendations to Council, when CAO or the Council deems it appropriate with respect to a chosen topic and those recommendations shall be recorded as part of the minutes of the proceedings.
- Have power to regularly study the Municipality's administrative organization structure and operations and recommend any changes that would, in the opinion of the CAO, improve the effectiveness or efficiency of the internal operations.
- Recommend to Council the appointment, employment, suspension or dismissal of Directors.
- Appoint, employ, suspend or dismiss all other employees in accordance with procedures laid down in the Municipal Human Resources Policies, with power to further delegate this authority.

- Subject to policies adopted by Council, make or authorize the making of expenditures for the purchase of equipment, supplies or other items required for carrying on the business of the Municipality, and enter into contracts therefore on behalf of the Municipality where the amount of such expenditure does not exceed the amount as stipulated in the CAO policy provided it is a budgeted item.
- Submit a recommendation to Council respecting any proposed expenditure, for any purpose, in excess of the amount as stipulated in the CAO policy, and respecting any contract involved therein, however notwithstanding the above, the CAO is empowered to make emergency expenditures as per the CAO policy and must report the expenditure immediately to Council for ratification at the next meeting.
- Subject to policies adopted by Council, sell any personal property belonging to the Municipality not exceeding a value as stipulated in the CAO policy which, in the opinion of the CAO, is no longer needed by the Municipality or which is obsolete or unsuitable for use.
- Subject to policies adopted by Council, personally or by agent, negotiate and execute leases of real property owned by the Municipality that are for a term not exceeding one year, including renewals.
- Supervise the performance of all contracts entered into by the Municipality and ensure that all the conditions relating thereto have been fulfilled in accordance with the provisions of such contracts or agreements and the CAO shall report to the Council respecting such contracts.
- Obtain information regarding all boards and commissions which affect the interests of the Municipality and report to Council regarding same when, in the opinion of the CAO or Council, such reports are deemed necessary.
- Review drafts of the proposed by-laws and policies and make recommendations to Council with respect to them.
- Act as the Human Resource Manager for the Municipality, ensuring adequate policies are in place.
- Act, or appoint a person to act, as bargaining agent for the Municipality in the negotiating of contracts between the Municipality and any trade union or employee association and recommend to Council agreements with respect to them.
- Carry out such additional duties and exercise such additional responsibilities as Council may assign.

Experience/ Skills, Knowledge and Abilities:

Relevant University Degree, preferably in Municipal Administration, with five years' experience in a senior management capacity. Knowledge of local government management or equivalent formal education and experience. Strong leadership and management skills are required to lead the team of Municipal staff. Must have the ability to communicate with the public and Council in presenting advice and recommendations on all matters affecting local government. Research and computer skills are required.

Applications:

Applications by resume and cover letter along with references will be accepted until **4:00pm on Friday, ____th, 2025 or until the position is filled**. Only those applicants selected for interviews will be contacted. Applications accepted by Email to: _____, or Mailed to: 8296 HWY 7, PO Box 296, Sherbrooke NS, B0J 3C0.