

# **HIRING A CHIEF ADMINISTRATIVE OFFICER**

Manitoba  
Intergovernmental  
Affairs & Trade  
February 27, 2006

---







# Five Steps to Hiring a Chief Administrative Officer (CAO)

- Looking Forward
- Skill Requirements
- Advertising the Position
- Screening and Interviewing
- Checking references and making the offer

# Step 1 - Looking Forward

---

- Evaluate your municipality
- What are the options?
- Proceeding

## Step 2 - Skill Requirements

- Legislative responsibilities
- The “must haves”

# Must-Have Skills

- Financial Management Skills
- Supervisory Skills
- The ability to interpret legislation
- Communication Skills
- Interpersonal Skills
- Team Player
- “Chameleon”

# Additional Skills

- University or college degree
- Municipal accounting experience
- Experience working with other levels of government
- Knowledge of the legislation
- Strategic planning
- Land use planning & economic development

## Step 3 – Advertising the Position

- Local, regional and national newspapers
- Post the position internally
- AMM
- MMAA
- Internet

# Internet Links

- AMM – <http://amm.mb.ca>
- MMAA – <http://www.mmaa.mb.ca>
- Cdn. Assoc. of Municipal Administrators – <http://www.camacam.ca/>
- Other Provincial Associations – <http://www.amm.mb.ca/links.html>
- Workopolis – <http://workopolis.com>

# Your Advertisement

---

- Your sales pitch
- Duties and responsibilities
- Position Qualifications
- Salary Range and Start Date
- Link to the community website

# Step 4 - The Interview Questions

- ✓ Knowledge
- ✓ Experience
- ✓ Ability to provide advice
- ✓ Communication skills
- ✓ Interpersonal skills
- ✓ Problem Solving Skills
- ✓ Organizational Skills

# Screening the Applicants

- Screening criteria
- Focus on skills and ability
- Choose 6 to 8 candidates to interview

# Conducting the Interview

- Who should conduct the interview?
- A written exercise / example of work
- Telephone interviews
- Questions you shouldn't ask

# Evaluating the Interview

- Rank each response
- Take notes
- Compare your results

# Step 5 – Checking References

- Have the applicant's consent
- Ask questions that will:
  - ✓ Confirm previous duties, attendance, etc.
  - ✓ Ask about strengths; areas for improvement;
  - ✓ Interpersonal skills; conflict management.

# The Letter of Offer

- Start Date
- Salary
- Probationary Period
- Benefits
- Conflict of Interest Policy
- Acceptance

# PERFORMANCE EVALUATIONS



# When? Who? What? Why?

- After six months
- After one year
- Ongoing feedback is imperative
- One messenger
- What are you pleased with?
- What needs improvement?
- Goals can't be achieved if unknown



