

[INSERT CONTROLLED CORPORATION NAME]

Policy Number

Chief Executive Officer Recruitment and Monitoring Policy

Adopted By:	Effective Date:	Last Reviewed:
[insert]	[insert]	[insert]

1.0 POLICY STATEMENT

- 1.1 The success of [controlled corporation] depends in part on its ability to attract the best Chief Executive Officer ("CEO") possible.
- 1.2 [controlled corporation] recognizes the importance of hiring the most suitable applicant for the position of CEO and shall make the hiring of a CEO a top priority.
- 1.3 The process for hiring a CEO shall be fair, efficient and effective.

2.0 PURPOSE

- 2.1 The purpose of this Policy is to set out the procedures respecting the appointment and conditions of employment of the CEO.

3.0 SCOPE AND APPLICATION

- 3.1 This Policy applies to the recruitment and monitoring of the CEO by the Board of Directors ("Board").

4.0 POSITION OF CEO

- 4.1 The CEO is the highest-level staff member of [controlled corporation].
- 4.2 The core functions of the position of CEO are to:
 - (a) manage [controlled corporation] to ensure efficient operation and maintenance;
 - (b) maintain and develop revenue streams;

- (c) ensure maximum utilization of resources in order to generate satisfactory revenues from all business activities; and
 - (d) recruit, manage and develop [controlled corporation] employees.
- 4.3 The major responsibilities, required qualifications and required competencies or skills of the CEO include those set out in **Appendix A – Responsibilities and Required Qualifications/Competencies of CEO.**

5.0 REPORTING STRUCTURE

- 5.1 The CEO shall report to the Board.

6.0 ADVERTISING OF POSITION

- 6.1 In order to attract a wide range of applicants, the Board shall broadly advertise the position of CEO whenever recruiting to fill this position.
- 6.2 Advertisements shall reflect [controlled corporation]'s commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities.
- 6.3 Prior to advertising, the position description for CEO shall be reviewed by the Board and updated if necessary.

7.0 HIRING PROCESS

- 7.1 The Board shall hire the best available person for the position of CEO.
- 7.2 The Board shall utilize an open and transparent recruitment process.
- 7.3 In reviewing applicants, no regard shall be given to factors such as political opinions or age, gender, marital status, race, religion, physical impairment or any other prohibited grounds of discrimination as set out in *The Saskatchewan Human Rights Code, 2018*.
- 7.4 The Board shall establish a CEO Recruitment/Performance Committee (the "Committee") to advertise, interview and short-list for the position of CEO.
- 7.5 The Committee shall be composed of not fewer than three directors, one of whom must also be a member of City Council for the City of Saskatoon and one of whom must be the Board Chair.

- 7.6 The Committee shall have the powers and duties assigned to it by the Board.
- 7.7 The Committee may engage or consult with the incumbent CEO in respect to the recruitment of a new CEO.
- 7.8 The Committee shall make a recommendation respecting hiring to the Board.
- 7.9 The Committee may recommend to the Board that external recruitment consultants be used to assist with recruitment of a CEO. The decision regarding whether to hire external recruitment consultants shall be made by the Board. Recruitment consultants shall adhere to the terms set out in this Policy, cooperate and liaise with the Committee as appropriate and make a recommendation respecting hiring to the Board.
- 7.10 Subject to agreement of the City of Saskatoon, the Committee may recommend to the Board that the City of Saskatoon's Talent Acquisition team be used to assist with recruitment of a CEO. The decision regarding whether to use the City's Talent Acquisition team shall be made by the Board. The Talent Acquisition team shall adhere to the terms set out in this Policy, cooperate and liaise with the Committee as appropriate and make a recommendation respecting hiring to the Board.
- 7.11 The Committee shall, in accordance with any direction of the Board, cooperate and liaise with any external recruitment consultants or the City of Saskatoon's Talent Acquisition team as may be retained pursuant to section 7.9 or 7.10.
- 7.12 The final decision for the appointment of a CEO is to be made by the full Board.

8.0 SCREENING

- 8.1 Given the nature of the position of CEO, it is prudent that extensive due diligence be undertaken prior to an offer of employment being extended.
- 8.2 Prior to extending an offer of employment, an applicant shall be required to submit a criminal record check.
- 8.3 References will be sought and contacted. Ideally a minimum of two references will be contacted.
- 8.4 Qualifications of short-listed applicants shall be validated.
- 8.5 Applicants must be asked to disclose any conflict of interest or perceived conflict of interest, including any relationships with existing employees.

9.0 TERMS AND CONDITIONS OF EMPLOYMENT

- 9.1 [controlled corporation] shall provide fair, appropriate and competitive terms and conditions of employment to the CEO.
- 9.2 The terms and conditions of employment of the CEO, including remuneration, shall be set with regard to the terms and conditions that apply to commensurate positions within the City of Saskatoon and other controlled corporations of the City of Saskatoon.
- 9.3 The terms and conditions of the CEO's employment shall be set out in the CEO's employment contract.
- 9.4 The CEO's employment contract shall include terms respecting termination and extension, renewal or negotiation of a new contract prior to expiration.
- 9.5 A fully executed copy of the CEO's employment contract shall be provided to the City of Saskatoon's City Solicitor's Office.

10.0 MONITORING OF CEO'S PERFORMANCE

- 10.1 It is the responsibility of the Board to:
 - (a) ensure effective leadership of [controlled corporation] through the CEO;
 - (b) ensure there are mechanisms in place to provide feedback and support to the CEO and to enable ongoing dialogue between the Board and the CEO;
 - (c) approve the initial compensation and other terms and conditions of employment of a new incumbent in the role of CEO;
 - (d) approve adjustments to the CEO's compensation in accordance with policy and the CEO's employment contract; and
 - (e) approve annual performance-based merit bonuses in accordance with policy and the CEO's employment contract.
- 10.2 It is the responsibility of the Board Chair to:
 - (a) serve as Chair of the Committee and ensure the Committee effectively carries out its tasks and responsibilities;
 - (b) act as the principal Board contact for the CEO, ensuring that the CEO is aware of the Board's viewpoint and perspective;

- (c) in the first year of a CEO's appointment, establish with the CEO a regular schedule of check-in meetings to support the CEO's success in the role;
- (d) provide regular feedback to the CEO throughout each year; and
- (e) support appropriate development of the CEO.

10.3 It is the responsibility of the Committee to:

- (a) review and establish the compensation of the CEO including the philosophy and policy underlying that compensation;
- (b) establish the processes of CEO goalsetting, performance evaluation, and compensation review, in accordance with policy and the CEO's employment contract;
- (c) plan and carry out the CEO's performance and compensation review on an annual basis and make related recommendations to the Board, in accordance with policy and the CEO's employment contract; and
- (d) oversee and assume responsibility for the succession planning process for the CEO.

10.4 The Committee shall each year:

- (a) approve the annual performance objectives of the CEO for the fiscal year and report these objectives to the Board;
- (b) conduct a performance review of the CEO based on a review of the outcomes of the CEO's performance objectives, the CEO's self-assessment, and the CEO's overall performance, and report to the Board on its review;
- (c) determine its recommendation to the Board for a performance-based merit bonus based on the outcome of the annual performance review and report to the Board at an *in camera* session;
- (d) review the CEO's compensation and recommend any changes to the Board at an *in camera* session; and
- (e) review [controlled corporation]'s succession plans for the CEO, including identification by the CEO to the Board Chair of two potential successors for emergency situations, and report to the Board on its review.

- 10.5 In conducting a performance review pursuant to clause 10.4(b), the Committee may use whatever tools or resources it considers appropriate, including surveying employees or directors respecting the performance and conduct of the CEO.

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APPENDIX A

[controlled corporation] Policy Number [INSERT #] - Chief Executive Officer
Recruitment and Monitoring Policy

RESPONSIBILITIES AND REQUIRED QUALIFICATIONS/COMPETENCIES OF CEO

Scope and Major Responsibilities

The CEO shall:

1. Implement the Board-approved direction, goals, objectives and performance standards of [controlled corporation] in conjunction with Directors and the management team.
2. Manage the operation of [controlled corporation], including supervising, evaluating and developing staff.
3. Develop and administer programs, policies and strategies designed to ensure the coordination of all physical, staffing and technical requirements necessary for all events and programs booked at [controlled corporation].
4. Develop and implement community relations programs to demonstrate and promote the advantages of [controlled corporation] to the community.
5. Perform administrative duties related to all activities at [controlled corporation].
6. Determine, in conjunction with the Board, [controlled corporation] requirements and operations that will enhance the presentation and variety of events.
7. Ensure that adequate cost control systems are in place.
8. Recommend Board policies for Board approval and approve new and updated operational policies.
9. Direct the preparation of operating and capital budgets and ensure operation is in accordance with the approved budget.
10. Ensure the preparation of various reports in conjunction with Board policies.
11. Evaluate and determine at-risk projects within the Board policy framework.
12. Develop strategies for the continual expansion of facility business and business markets that include showcasing Saskatoon in special events and local, regional, national and international markets.
13. Provide strategic and conceptual executive leadership for the effective administration of [controlled corporation] programs, services, operations, and infrastructure.
14. Champion an organizational culture that values equity, inclusiveness and diversity.
15. Lead and foster the fundamental principles of social inclusion and diversity across the entire organization.

16. Influence community leaders and organizations to support and ultimately build and adopt diversity initiatives and inclusionary practices into their organizations.
17. Deliver sensible and effective strategic advice on event planning and entertainment related matters and best practices to the Board.
18. Perform other related duties as assigned.

Qualifications

The CEO shall have the following qualifications:

1. University degree in commerce, business administration or a related field. An MBA would be considered an asset.
2. At least ten years' experience in a senior management role, including at least five years' direct experience in all aspects of convention and entertainment operation.
3. Knowledge of the convention, banquet, cultural and entertainment industries.
4. Knowledge of municipal government and its relationship with civic owned facilities.
5. Knowledge of principles and practices of management and organization.

Competencies

The CEO shall have the following competencies or skills:

1. Ability to lead and empower others.
2. Ability to establish and achieve goals.
3. Ability to operate a multi-event facility.
4. Ability to develop, and work within, operating and capital budgets.
5. Ability to create a positive workplace culture.
6. Ability to establish and maintain effective working relationships with related agencies, business community, clients, patrons, city administration, City Council, the public and staff.
7. Ability to communicate interactively and effectively both orally and in writing.
8. Ability to act courageously and decisively.
9. Ability to think horizontally.
10. Ability to inspire others.
11. Ability to perform duties with a focus on outcome.
12. Ability to create a culture of open communication, innovation and accountability.
13. Proficient in diversity.
14. Ability to clearly communicate expectations.
15. Strategic thinker with a strong sense of self-awareness.
16. Outstanding personal and professional credibility.
17. Creative problem-solving skills.
18. Strong public speaking abilities.
19. Comprehensive knowledge of special event planning and the entertainment industry.