



## MEMO / NOTE DE SERVICE

To / Destinataire Mayor Watson and Members of Council File/N° de fichier: \_\_\_\_\_

From / Expéditeur M. Rick O'Connor  
City Clerk

Subject / Objet Appointment of Integrity Commissioner Date: July 16, 2021

This memorandum advises that Karen Shepherd has been appointed as the City of Ottawa's next Integrity Commissioner. Ms. Shepherd was selected as the preferred candidate by an Interview Panel composed of the City Clerk, the Deputy Clerk and the Auditor General.

Ms. Shepherd has more than 30 years of public service experience, more than half of which was spent in the ethics field. In 2009, she was appointed as Canada's first Lobbying Commissioner. She has also worked at Health Canada as Executive Advisor to the Deputy Minister, and as the Ombudsman for Health Canada and the Public Health Agency. A biography is attached to this memo as Attachment 1.

Ms. Shepherd will assume the role of Integrity Commissioner on September 1, 2021. The initial term of the appointment is one year with an optional renewal for a five-year term. It is anticipated that the current Integrity Commissioner, Robert Marleau, will work with Ms. Shepherd during a transition period from mid-July until the end of August when Mr. Marleau's term comes to an end.

The recruitment and appointment process was conducted further to Council direction and in accordance with the City Council-approved [Statutory Officer Recruitment, Appointment and Contract Administration Policy and Procedures](#).

Provided below is additional information with respect to the recruitment and appointment process, as well as an update regarding the exit interview process with Mr. Marleau.

### **Background**

On March 10, 2021, Council approved Motion No. 50/9 that began the process to recruit and appoint an Integrity Commissioner to succeed Mr. Marleau, whose appointment expires on August 31, 2021.

Pursuant to the Statutory Officer Recruitment, Appointment and Contract Administration Procedures, Council through the motion delegated authority to the City Clerk to undertake the recruitment and appointment process in accordance with Council-approved criteria, principles and remuneration, as set out in Attachment 2.

Council also directed the City Clerk to report back to Council on the exercise of the delegated authority immediately following contract execution by way of a memorandum setting out information regarding the new Integrity Commissioner and the recruitment and appointment process that was used.

### **The Recruitment and Appointment Process**

As described in my memorandum to Members of April 30, 2021, the recruitment campaign ran from April 30 to May 31, 2021. The campaign included as follows:

- Promotion through the City's website and social media channels;
- Advertisements in the Ottawa Citizen and Le Droit;
- Advertisements placed with professional organizations that offer advertising opportunities; and
- Circulation of the job posting to various other professional organizations.

The City of Ottawa promotes the principles of diversity and inclusion and adheres to the tenets of the *Canadian Human Rights Act* and the *Ontario Human Rights Code*. As such, the recruitment campaign encouraged applications from women, Aboriginal peoples and persons of all races, ethnic origins, religions, abilities, sexual orientations, and gender identities and expressions. My Office consulted with Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Services concerning the recruitment campaign and the professional organizations used to promote the position.

All individuals and City staff with access to confidential hiring process information were required to sign a mandatory confidentiality agreement in relation to the process. The confidentiality agreement was signed at the outset of the process, before an individual received any confidential information.

To inform the recruitment and appointment process, I had an informal discussion with Mr. Marleau regarding suggested key skills, qualities and qualifications of a successor, further to the Voluntary Exit Interview Process set out in the Statutory Officer Recruitment, Appointment and Contract Administration Procedures.

The City received 14 applications for the position. In accordance with the Statutory Officer Recruitment, Appointment and Contract Administration Procedures, I screened the applications based on the Council-approved criteria before selecting five candidates for interviews.

The Interview Panel conducted interviews with candidates between June 24, 2021 and June 29, 2021, before selecting Ms. Shepherd as the preferred candidate. A contract with Ms. Shepherd was executed on July 15, 2021. The contract reflects the Council-approved remuneration schedule and an initial term length of one year with an optional renewal for a five-year term, as required under the Statutory Officer Recruitment, Appointment and Contract Administration Procedures.

### **Exit Interview with the Current Integrity Commissioner**

Motion No. 50/9 also directed the City Clerk to request that Mr. Marleau participate in a voluntary exit interview to be conducted in accordance with the process set out in the Statutory Officer Recruitment, Appointment and Contract Administration Procedures.

Mr. Marleau has agreed to participate in an exit interview that is to take place on July 16, 2021. Pursuant to the Voluntary Exit Interview Process, I will report to Council by way of an *in camera* verbal update/PowerPoint presentation that provides the results of the exit interview.

I trust the above provides assistance. Should you have any questions, please do not hesitate to contact me directly.

M. Rick O'Connor  
City Clerk