

C2022-0695  
ATTACHMENT 3  
ISC: UNRESTRICTED



## OPPORTUNITY PROFILE

### City Auditor



## The City of Calgary

Calgary is located in Treaty 7, the traditional territory of the Blackfoot people. The confluence of the Bow and Elbow Rivers was the gathering place for indigenous peoples for thousands of years. In the late 1800s, Fort Calgary was constructed, and the municipality began.

Calgary is a place where people come to collaborate, to cooperate and to build together towards a better life.

### **By the numbers**

Calgary is the third largest municipality in Canada, serving 1.3 million people.

Calgary's population is:

- diverse, with citizens speaking over 120 different languages
- younger than in other Canadian cities (average age of 37.6)
- growing – thousands of new people arrive annually from across Canada and the world

### **A great place to make a living, a great place to make a life**

Calgary is one of the most liveable cities on the planet. The City has an excellent quality of life, low taxes and terrific access to nature on our back doorstep.

The City of Calgary is part of that success story; we're thousands of Calgarians serving the city we live in, the city we love.

We're building Calgary's future by making smart changes today.

For more information on Calgary and what it has to offer please see:

[www.calgaryeconomicdevelopment.com](http://www.calgaryeconomicdevelopment.com)

[www.lifeincalgary.ca](http://www.lifeincalgary.ca)





## The Organization

[www.calgary.ca](http://www.calgary.ca)

The City's 15,000 employees deliver the services and run the programs that help make Calgary a great place to make a living and a great place to make a life. Civic leadership is actively engaged in building an inclusive public service environment where employees with diverse backgrounds, varied personalities, skills and experiences work together to provide exceptional municipal public service.

Unified by a commitment to the common purpose of making life better every day, City of Calgary employees live out our One City, One Voice corporate culture in daily interactions with customers, citizens and each other. The shared values of individual responsibility and collective accountability define employee behaviours against the essential qualities of the organization, called the [4Cs: Character, Competence, Commitment and Collaboration](#).

The City of Calgary, as an organization has a culture that encourages innovation and collaboration and is committed to help employees grow and thrive in their career. The City offers flexible work arrangements, as well as competitive wages, pension and benefits. The City welcomes individuals who have demonstrated a commitment to upholding the values of equity, diversity, inclusion, anti-racism and reconciliation, which will assist them to expand their capacity for diversity in the broadest sense. Applications are encouraged from members of groups that are historically disadvantaged and marginalized.

As Calgary continues its evolution, The City's structure is realigning to a functional model. More information about this organizational realignment will be shared through the recruitment process.

## THE ROLE: City Auditor

The City Auditor has two main responsibilities, the effective management and delivery of the audit and advisory services, and the day-to-day management and delivery of the Whistle-blower Program. Both of these responsibilities are reflected in the mission statement of the City Auditor's Office (CAO): "To provide independent and objective assurance, advisory and investigative services to add value to The City of Calgary and enhance public trust." [Bylaw 30M2004](#), the [City Auditor Bylaw](#), establishes the City Auditor as a designated officer in accordance with the Municipal Government Act, and establishes organizational independence for the City Auditor through direct reporting lines to Council, through the Audit Committee. The Bylaw also provides unrestricted access to all municipal personnel, records, property, policies, procedures, processes, systems, and data necessary to conduct the CAO work, as well as a guidance framework on CAO structures and policies supporting the effective delivery of the CAO professional work.

## Key Responsibilities

### 1. City Auditor general responsibilities

- a. Establishes and maintains appropriate protocols, organization structure and resources to support the authority, accountability, independence, and objectivity of the CAO.
- b. Develops a periodic audit plan and budget.
- c. Conforms to professional standards (currently The Institute of Internal Auditors' IPPF).
- d. Effectively deliver audit, advisory and investigative services within audit plan and budget.

### 2. Regarding Audit Services

- a. Ensures all audits are conducted in conformance to professional standards, currently through adherence to The Institute of Internal Auditors' mandatory guidance.
- b. Supports and approves the appropriate methodologies, project scope, including utilization of data analytics to discharge the audits, as well as considering the involvement and work performed by other assurance groups.
- c. Ensures utilization of a risk-based approach on all audits conducted, which includes compliance, information technology, operational and follow-up audits.

### 3. Regarding Advisory Services

- a. Ensures all advisory services conforms to professional practices, currently through adherence to The Institute of Internal Auditors' mandatory guidance.
- b. Ensures Administration requests will be resourced based on a risk assessment basis, ensuring work does not impede the CAO ability to conduct objective audits at a future date.
- c. Services may include financial advisory, risk management, information technology systems security and control, data analytics and general management advisory services.

- d. Provide an independent view and insight on current, new or emerging risks and opportunities.
- e. Determine appropriate methodologies, project scope, including utilization of data analytics to discharge the above.

#### 4. Regarding Investigations/Whistle-blower Office

- a. Maintain and support the effective operation of the Whistle-blower Office, as mandated through [Council Policy CC026](#), the Whistleblower Policy.
- b. Ensure all investigative services are conducted through adherence to Association of Certified Fraud Examiner's Code of Professional Standards.
- c. Ensure sufficient professional staffing and technology are employed to support the Whistle-blower Program.
- d. Ensure all activities of the Whistle-blower Program are confidential.

#### 5. Relationship with and Reporting to Audit Committee

- a. Attend all Audit Committee meetings providing quarterly and annual status reports.
- b. Deliver individual audit reports, including as applicable, Administration's response and corrective action to be taken to specific audit recommendations.
- c. Present the City Auditor's Office audit plan and budget annually to Audit Committee, and incorporate any additions they recommend.
- d. Obtain approval of the City Auditor's personal expense reports and expenditures.



- e. Provide education, as requested, or required to members of the Audit Committee. Such education may be delivered by the City Auditor, or through external programs.
- f. Provide a quarterly report to Audit Committee that includes trending and achievement of City Auditor's performance measures.
- g. Provide an annual report to Audit Committee that provides a retrospective summary of highlights and achievements of the year.
- h. Provide an annual report on the status of Administration action on the recommendations contained in previous audit reports.
- i. Participate in quarterly closed meeting discussions of Audit Committee.

## **The Person – Experience and Education**

### **Minimum Qualifications**

A degree, professional accounting designation and a Certified Internal Auditor and/or Certified Information Systems Auditor designation are required. The ideal candidate will have a minimum of 10 years of progressively more responsible management experience, including extensive internal audit experience providing financial guidance and leadership from both operational and corporate perspectives. Preference will be given to candidates with demonstrated success within a large complex organization or municipality.

## **Knowledge, Skills and Abilities:**

### **The successful applicant will bring the following attributes to the role:**

**Communication Skills** – Excellent communication and presentation skills, as well as strong listening skills. Has a clear and precise communication style and utmost respect for confidentiality. Ability to create and sustain shared commitment with key stakeholders on important issues pertinent to The City of Calgary.

**Strategic Leadership Approach** – The incumbent will demonstrate the ability to maintain the professional independence of the City Auditor's office. They will be able to coach/mentor staff and business leaders to pursue the very best governance, business process and risk management practices and work collegially to define and deliver key business solutions/results.

**Inclusive Leadership** - Inclusive leaders demonstrate a high degree of self-awareness, and will foster an inclusive leadership approach that promotes equity, diversity, and inclusion, as well as psychological and physical safety.

**Technically Competent and Confident** – Has an expert knowledge of financial and accounting processes such as municipal funding, financial plans/budgets, and management reporting. Will have expert knowledge of Integrated Risk Management and operational systems auditing, and business process reengineering.



**Credible** – Is able to build rapport and credibility with various stakeholders to coordinate activities. Will demonstrate a high level of business acumen combined with respect for staff and self.

**Issues Management** – Demonstrates a proactive approach to resolve issues prior to conflicts arising.

**Collaborative** - Aligning with City [corporate values](#), you will have demonstrated success in building, developing and leading strong teams, leading and managing change, developing and using metrics to improve organizational performance, deploying resources to achieve effective and efficient outcomes, and establishing and maintaining strong and positive working relationships with colleagues, clients, stakeholders, and/or elected officials.

**Professional/Ethical Standards** – Demonstrated track record of maintaining the highest level of integrity by adherence to ethical and professional standards.

**Create a Shared Vision** – Will work towards translating the corporate vision into operational strategies. Will foster the creation of an environment that nurtures the principles and values of the City of Calgary.

**Public Service Knowledge** – Has a strong understanding of the workings of municipal government or large complex organizations, structure and culture in order to deliver performance and customer value. Strategically and systematically evaluates the impacts of decisions. Decisions reflect the strategic consideration of multiple elements.

**Resilience** – Ability to change gears quickly, manage heavy workloads and tight deadlines, analyze and assess and make appropriate recommendations both internally and externally. Prioritize tasks accordingly with ability to see the big picture and deliver results.

**Committed to Personal Excellence** – Continuously seeks to stay current and be at the leading edge in their field. Understands organizational challenges and is a "progressive idea person" committed to excellence and innovation in the workplace. Self-motivated and encourages others to achieve personal excellence.

**Political Acumen** – Is politically astute yet not political – able to gain the trust of Council, Administration and the Public. Demonstrated ability to be courageous – not afraid of the truth. Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organization's function; anticipates where the land mines are and plans his/her approach accordingly.

## **Commitment to Diversity and Inclusion**

The City of Calgary values diversity of expertise, talent and opinion which creates an innovative and collaborative environment. They are committed to a respectful and inclusive workplace and welcome applications from all qualified individuals.

**MAKING LIFE  
BETTER  
EVERY DAY  
FOR EVERYONE**

Proud to be inclusive



Leaders has embedded the experience gained from our search work with expertise in Equity, Diversity and Inclusion (EDI) into our process from start to finish, to ensure that we conduct searches in accordance with EDI best practices.

For information about the City of Calgary's Commitment to Diversity and Inclusion please go to: [Diversity & Inclusion](#).

## Express Your Enthusiasm for This Role

If you are committed to public service, enjoy collaborating with others, share The City's [values](#), and have a desire to learn and grow, join The City of Calgary. City employees operate the facilities, deliver the services, and run the programs which make a difference in our community. The City supports work-life balance and offers competitive wages, pension and [benefits](#). Together we make Calgary a great place to make a living, a great place to make a life.

All interested candidates, including current employees of the City of Calgary, are encouraged to apply. Email a convincing cover letter and tailored resume (PDF or Word document only) to [Allan Nelson](#) or [Laura Youngberg](#) at [calgary@leadersinternational.com](mailto:calgary@leadersinternational.com) indicating the job title in the subject line of the email.

Applications will be accepted until **April 4, 2022**.

Leaders International Executive Search  
[www.leadersinternational.com](http://www.leadersinternational.com)