
MEMORANDUM

CAORC-C 3-2021

**Subject: Chief Administrative Officer Recruitment – Executive Search Firm
Procurement Options and Proposed Timelines**

Date: January 26, 2021

To: Chief Administrative Officer Recruitment Committee

From: Franco Meffe, Director Human Resources

This memo provides the Chief Administrative Officer Recruitment Committee (CAORC) with procurement options and estimated timelines regarding the selection of an external Executive Search Firm (ESF) concerning the recruitment of the Chief Administrative Officer (CAO).

As discussed at our initial CAORC meeting on January 12, 2021, in accordance with the CAO Recruitment, Selection, Offer of Employment, and Performance Policy, along with the corresponding CAO Recruitment, Selection, and Offer of Employment Procedure, the next step for the CAORC is to move forward with the selection of an ESF. The engagement of the ESF is to provide professional support throughout the duration of the CAO recruitment process. The ESF will provide guidance to the CAORC to ensure a transparent, competitive, and comprehensive CAO recruitment process.

To facilitate the process of selecting an ESF, consultation with Procurement has resulted with three options identified:

1. Modified Single-Source
2. Request for Proposal (RFP)
3. Single Source

Table 1 below contains the three proposed procurement options with the corresponding estimated recruitment timelines for each option:

Table 1: Procurement Options and Corresponding Estimated Timelines

Activity	Option 1: Modified Single- Source (n=5-8)	Option 2: Request for Proposal (RFP)	Option 3: Single Source
Procurement method determined by CAORC, in alignment with Niagara Region CAO recruitment policy, procedures, and procurement bylaw	January 26, 2021	January 26, 2021	January 26, 2021
Procurement activities for external ESF undertaken	February 1 – 14, 2021	February 8 – April 6, 2021	February 1 - 5, 2021
Selection of ESF by CAORC to afterwards Finalize Contract	Week of February 22, 2021	Week of April 12, 2021	Week of February 9, 2021
Communication to Regional Council re: selected ESF (weekly correspondence)	February 26 or March 5, 2021	April 16 or 23 or 30, 2021	February 12 or 19, 2021

In addition, the following is a high-level summary of supplementary details of each option:

Option 1: Modified Single-Source

- Approximate procurement timelines: 4-5 weeks; full recruitment approximately 4 months
- Human Resources, in consultation with Procurement, to identify 5 – 8 ESFs to submit a Request for Submission including but not limited to the following:
 - o Company background
 - o Pricing (percentages, hourly rate, etc.)
 - o Comparable recruitments
 - o Consultation process
 - o Recruitment methodologies
 - o Guarantees
- Human Resources will provide a summary of ESF responses to the CAORC to consider
- CAORC to select ESF based on submission summary and to provide direction to staff to enter into and conclude negotiations, as per Procurement By-law

Option 2: Request for Proposal (RFP)

- Approximate procurement timelines: 8-10 weeks; full recruitment approximately 6 months
- In the RFP, proponents shall provide through their submissions including but not limited to the following:
 - o Company background
 - o Pricing (percentages, hourly rate, etc.)
 - o Comparable recruitments
 - o Consultation process
 - o Recruitment methodologies
 - o Guarantees
- CAORC would be required to approve a Procurement representative who would help facilitate the RFP process, including attendance at all meetings
- CAORC to develop evaluation matrix, scope of work, terms of reference, and selection process
- Human Resources, in consultation with Procurement, to prepare and finalize and distribute a RFP based on the above direction and input
- Staff to complete RFP review based on CAORC direction
- CAORC to receive recommendation from staff and ratify evaluation results; provide direction to staff to enter into Contract

Option 3: Single Source

- Approximate timelines: 3 weeks; full recruitment approximately 4 months
- CAORC selects a preferred ESF and directs Human Resources to enter into and conclude negotiations with the ESF
- Though this method would meet the requirements of the Procurement By-Law, it is not recommended as there might not be sufficient information for an informed selection of an ESF

Regardless of which option is selected, in addition to what is noted above, the ESF would also be required to satisfy all requirements of corporate policy and procedures, including would be required to support the CAORC, as required, with the following:

- Attendance as required at CAORC meetings
- Development of the consultation framework and stakeholder list to seek input on CAO character traits and competencies
- Consultation process to inform recruitment strategy
- Status Updates to Regional Council from the Regional Chair on behalf of the CAORC, including attendance at Council as requested
- Job posting/nation-wide search
- Development of interview framework (questions, approach, testing, etc.)
- Candidate review and selection of candidates for Interview
- Facilitate interviews

- Conduct references and any background checks
- Perform any follow up with preferred candidate
- Update to Regional Council for approval to proceed with preferred candidate and terms and conditions for conditional offer of employment
- Formal offer of employment extended to preferred candidate

The recommendation of staff is that the CAORC select Option 1 as the preferred procurement method. Following the selection of the preferred procurement method by the CAORC, Human Resources will initiate next steps.

Respectfully submitted and signed by

Franco Meffe
Director, Human Resources