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**MEMORANDUM**

**CAORC-C 4-2021**

**Subject:** Overview of Executive Search Firm Modified Single Source Procurement Process

**Date:** February 23, 2021

**To:** Chief Administrative Officer Recruitment Committee

**From:** Franco Meffe, Director Human Resources

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At the January 26, 2021 meeting of the CAORC, staff provided the CAORC with procurement options related to the selection of an Executive Search Firm (ESF). The CAORC selected the Modified Single-Source procurement option for the selection of an ESF and directed staff to proceed accordingly.

As a result, Human Resources issued an Invitation for Submission; attached as Appendix 1, to a total of six ESF's to provide their services for the recruitment of the role of Chief Administrative Officer. The invitation for submission was issued on February 1, 2021 with submission responses due by no later than 11:59pm on February 15, 2021.

Human Resources received five ESF submissions by the deadline noted above. Staff have summarized the ESF responses in Confidential Appendix 2 and have also provided copies of the five individual ESF submissions, including any attachments that were submitted, for the CAORC to review and cross reference against the summary document. The confidential appendices are provided in the Closed Session portion of the Chief Administrative Officer Recruitment Committee agenda for its meeting being held on Tuesday, February 23, 2021.

In accordance with the Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management Policy, along with the corresponding Chief Administrative Officer Recruitment, Selection, and Offer of Employment Procedure, the CAORC next steps are to select an ESF based on the attached submission summary and provide direction to staff to enter into and conclude negotiations with the selected ESF, in accordance with the Procurement By-law.

Respectfully submitted and signed by

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Franco Meffe  
Director, Human Resources

## **Appendices**

Appendix 1 – Invitation for Submission - Chief Administrative Officer - February 1, 2021

Appendix 2 Confidential – Confidential Summary of Executive Search Firm Responses  
and Submission Proposals



# Niagara Region Request for Submission

Executive Search Firm Services for Recruitment of Position:

## **Chief Administrative Officer**

February 1, 2021

## INTRODUCTION

The Niagara Region is in the process of recruiting a Chief Administrative Officer (“CAO”).

The Niagara Region is a regional municipality that works in partnership with twelve local area municipalities to build economic prosperity in Niagara. For more information on our organization, please visit: [www.niagararegion.ca](http://www.niagararegion.ca)

The CAO is a critical leadership role who reports to and is accountable to Regional Council. The CAO provides strategic direction at the Niagara Region, as per responsibilities outlined in the *Municipal Act, 2001*, the attached CAO job description and Regional By-law No. 2020-09 outlining the roles and responsibilities of the CAO. The annual salary range for this position is currently \$211,870 to \$264,840.

Niagara Region is seeking an Executive Search Firm (“ESF”) to carry out the recruitment of a new CAO. It is a requirement that the successful ESF would work closely with the CAO Recruitment Committee (“CAORC”) ensuring alignment to the CAO Recruitment, Selection, and Offer of Employment Policy and Procedure.

## BACKGROUND

Reporting to Regional Council, the CAO is responsible for exercising general control and management of the affairs of the municipality for the purposes of ensuring the efficient and effective operation of the municipality. As the most senior appointed official of the regional municipality, the CAO leads and directs the members of the Corporate Leadership Team in carrying out the responsibilities of the Region, in accordance with the policies, plans and by-laws approved and established by Regional Council, including the aforementioned CAO By-law.

Niagara Region operates under a strategic plan created with the direction of Regional Council known as our Council Strategic Plan. This plan addresses a broad spectrum of projects crossing our multiple lines of business. The projects within the Council Strategic Plan are expected to produce significant, positive benefits to Niagara. Past and future success of the Council Strategic Plan is enabled by guidance and leadership of Council and the talent and efforts of our employees who drive these projects, and execute against the day-to-day Department accountabilities and operations of our business.

Niagara Region employs a dynamic workforce of approximately 3,500 union and non-union staff, working in multiple locations, jobs and shifts.

The ESF will work with the CAORC to confirm the CAO profile and position competencies, including supporting the full recruitment process including a

comprehensive search for potential qualified candidates, applicant screening, short listing candidates, interviewing, referencing, selection and offer.

A CAORC with five members of Regional Council, including the Regional Chair as Chair of the Committee, has been established and will be actively involved in the full recruitment process. Niagara Region staff resources have been identified to support this work. The mandate of the CAORC is to facilitate the recruitment process and recommend to Regional Council a preferred candidate for the role of CAO.

## **SERVICE REQUIREMENTS**

The ESF will be required to work closely with the CAORC. As mentioned above, there is also staff who support the CAORC; day-to-day contact with the ESF will be with these staff who have been approved by the CAORC to support this work.

In support of a transparent, competitive, and comprehensive recruitment process, and in alignment with Niagara Region policies and procedures, we are seeking the professional services of an ESF. The services that may be required over the course of this recruitment include, but may not be necessary limited to, the following:

- Creating and executing a recruitment strategy targeting active and passive candidates.
- Working with the CAORC, members of Regional Council, and any other agreed upon stakeholders to develop a candidate profile leveraging our attached Executive Level Competencies and job description, and any other information deemed relevant to the profiling of ideal candidates for the role.
- Leveraging national networks of private and public sector contacts to identify passive candidates and conduct personal outreach recruiting.
- Ensure alignment to our Recruitment Policies and Procedures including our Confidentiality and Conflict of Interest and Code of Ethics standards.
- Posting the position through appropriate channels including but not limited to industry specific platforms in all mediums. The focus of the search should be within Canada.
- Review all applicant resumes and follow up to clarify applicant experience for short listing purposes.
- Prepare a written summary of a specific number of candidates as agreed to with the CAORC for consideration for short listing.
- Coordinate and lead selection process on short listed candidates.
- Facilitate and attend any testing and/or evaluations and leadership assessments, along with multiple rounds of interviews.
- Verify selected candidates education, work experience, background checks as outlined in job description as well as conduct references.
- Notification to all applicants not selected.
- Assist CAORC and staff as required with negotiations of employment terms and offer process.

- Prepare and provide background material for the CAORC and assist in reports to Regional Council as required.
- Attend CAORC meetings, and meetings of Regional Council as scheduled, including provide detailed updates and present as required, including providing candid responses to any inquiries from members of the CAORC and Regional Council.
- Hold in strict confidence all confidential information concerning matters dealt with by the CAORC and Regional Council.
- Provide a guarantee that the successful candidate will remain with Niagara Region for a minimum of one year. In the event that the successful candidate does not complete one year of service, the ESF will be expected to undertake a second search under the same terms and conditions of the original contract, without any additional fee.

## **PROJECT SCHEDULE**

Below is the approximate schedule that is expected to be followed:

- Preferred work start date: March 1, 2021
- Preferred work completion date: June 30, 2021

## **SUBMISSION CONTENTS**

In your response to this request, please include the following information:

1. Provide any relevant information on your firm.
2. Confirm that your firm can provide the service requirements.
3. Describe in detail your firm's experience in providing executive search services overall and in particular in a municipal environment.
4. Describe your experience within the last three years conducting searches in either the private or public sector at the Senior Executive level, in particular at the CAO level. Please provide an outline of roles and dates of recruitment.
5. Describe your experience in conducting a consultation process you have undertaken to identify executive level character traits and competencies?
6. Outline the proposed consultation methodology to create a candidate profile.
7. Describe the individuals who would be assigned to this recruit and identify the main point of contact including contact information and outline of qualifications.
8. Describe the methodology that would be used to conduct a recruit for a CAO.
9. Provide an overall proposed schedule of recruitment activities and timeline.
10. Describe your guarantee provided for hire that would be included.
11. Describe your fee structure.
12. Outline conditions for termination of contract before hire is completed, if required.
13. Provide three references from organizations where you have recruited CAO and/or senior level ("C Suite") positions in the past three years - and that we have permission to contact in order to discuss their experience with your firm. Please include the contact person and the telephone number where they can be reached.

14. Provide any additional information that addresses the service requirements as listed in this document.

## **SUBMISSION LOCATION AND TIMELINES**

All submissions are to be sent via confidential email to Franco Meffe, Director, Human Resources at [franco.meffe@niagararegion.ca](mailto:franco.meffe@niagararegion.ca) **by no later than Monday, February 15, 2021 by 11:59 p.m.**

Please note the Region makes no guarantee of any assignment or volume of work to be assigned to any of the ESFs we are contacting concerning this assignment.

## **PRE-CONDITIONS OF AWARD**

It is our intention to complete a Signed Agreement on a form provided by the selected ESF, satisfactory to Niagara Region signing authorities. The selected ESF must satisfy the following conditions and provide the following information within 14 days of the notice of award:

### **1. Certificate of Insurance**

The selected ESF must provide Niagara Region with a Certificate of Insurance acceptable to Niagara Region and, if requested by Niagara Region, certified copies of the insurance policies. The Certificate of Insurance must comply with the insurance requirements of Niagara Region and must be on [Niagara Region's form of Certificate of Insurance](#) which can be found on Niagara Region's website – ([www.niagararegion.ca/business/fpr/cert-insurance.aspx](http://www.niagararegion.ca/business/fpr/cert-insurance.aspx)). If the Certificate of Insurance is provided in a non-original form (e.g. a facsimile, photocopy or scanned electronic copy), the ESF acknowledges and agrees that Niagara Region is fully entitled to treat any such Certificate as an original and that the ESF will be responsible for the accuracy and validity of the information contained therein. If required by Niagara Region, certified copies of all the above-mentioned policies shall be delivered to Niagara Region. All subsequent policy renewals and certificates of insurance thereafter, during the time that the Contract is in force, shall be forwarded to Niagara Region within fifteen (15) days of their renewal date.

### Insurance Requirements

#### **a) Commercial General Liability Insurance**

Commercial General Liability insurance for all Deliverables to a limit of not less than five million dollars (\$5,000,000) per occurrence.

The policy will be extended to include:

- Bodily injury, death and property damage

- Cross liability and severability of interest
- Blanket contractual
- Premises and operations
- Personal and advertising injury
- Broad form property damage
- Products and completed operations
- Owner's and contractors protective
- Non-owned Automobile to a limit of not less than two million dollars (\$2,000,000)

The policy shall be endorsed to:

- Include Niagara Region as an additional insured; and
- Contain an undertaking by the insurers to give thirty (30) days prior written notice in the event that there is a material change in the foregoing policies or coverage affecting the Additional Insured(s) or cancellation of coverage before the expiration date of any of the foregoing policies.

**b) Automobile Insurance**

Automobile Insurance (OAP1) for both owned and leased vehicles with inclusive limits of not less than two million dollars (\$2,000,000). Coverage must also apply in the event the operations of the insured resulted in a pollution condition including remediation costs.

Proof of automobile insurance will not be required if the Supplier provides a signed letter stating that they do not own or lease vehicles.

**2. Workplace Safety and Insurance Board Clearance**

The selected ESF shall provide:

- a) A valid, current Clearance Certificate declaring that the selected ESF is registered with Workplace Safety and Insurance Board ("WSIB"), and has an account in good standing; or
- b) A Letter of Good Standing issued by WSIB.

If WSIB coverage is not required by law to be carried by the selected ESF, the selected ESF shall be required to provide one of the following (as the case may be):

- a) An Exemption Letter from WSIB, satisfactory to Niagara Region's Director of Legal and Court Services;
- b) An Independent Operators Status Certificate issued by WSIB; or
- c) Such further and other evidence as may be satisfactory to Niagara Region's Director of Legal and Court Services.



In addition to the indemnification provided by the selected ESF elsewhere in this submission, the selected ESF agrees to indemnify Niagara Region and its respective elected officials, directors, officers, agents, employees, and volunteers, successors and assigns for all losses, claims, expenses (including reasonable legal fees) or other charges related to the selected ESF's status with WSIB.

Please reach out to the undersigned if clarification is needed or questions arise. If questions or clarification requests are received, I will advise firms of both the question and the response.

On behalf of the CAORC and supporting staff, thank you in advance for your consideration.

Yours truly,

Franco Meffe  
Director, Human Resources

## **ATTACHMENTS**

- CAO Recruitment, Selection, and Offer of Employment Policy
- CAO Recruitment, Selection, and Offer of Employment Procedure
- CAO Job Description
- Executive Competency Library
- Regional Municipality of Niagara By-Law No. 2020-09