

**Date:** 2022-05-05

**Subject:** Request to Begin Procurement - Recruitment Services for Executive Roles for a Three-Year Period

**Contact:** Evi Mangat, Senior Manager, Talent Acquisition and Total Compensation

**Report Number:** Corporate Support Services-2022-502

**Recommendations:**

1. That the report titled **Request to Begin Procurement - Recruitment Services for Executive Roles for a Three Year Period** to the Committee of Council meeting of May 11, 2022, be received; and
2. That the Purchasing Agent be authorized to commence the procurement for the Recruitment Services for Executive Roles for a Three-Year Period (outlined in this report as Option A).

**Overview:**

- The purpose of this report is to obtain Council authorization to begin procurement of Recruitment Services for Executive Roles for a Three Year Period with two additional one-year optional renewal periods.
- The City's current contracts for Executive and Specialized roles expired March 6, 2022, and April 19, 2022, respectively; however both have been extended for the last time to October 2022 to allow for service continuity and the procurement process.
- Executive roles include Director, Commissioner and CAO positions.
- In-house HR staff will conduct recruitment for Senior Manager, Manager and specialized roles.

## **Background:**

The Corporation utilizes Executive Search Firms to assist with the recruitment and selection process for executive and specialized positions as the requirement arises. When recruiting for executive level positions and/or job vacancies where a critical hire may be required, the hiring manager will work directly with the selected search firm and the Senior Manager, Talent Acquisition and Total Compensation to provide oversight to the recruitment strategy.

The Corporation utilizes Executive Search Firms on core roles to define needs, ensure alignment around these needs, as well as deal with internal preferences and biases that typically exist in organizations. Executive Search firms help objectively evaluate the Corporation's needs and find candidates with required experience, approach and skills for these executive and specialized roles. Executive search firms, which have in-depth capability in leadership assessment, provide far more insight into candidates than the standard recruitment interviews and resumes. The Corporation also uses Executive Search firms for their focused and active marketing, sourcing, networking and leadership assessment to bring quality candidates forward.

In 2016, two public procurement processes were completed for recruitment services to assist with the recruitment and selection process for executive and specialized positions as requirements arise. The Corporation has used Recruitment Search firms to assist with Chiefs/Commissioners, Executive Directors, Directors, Senior Managers, Managers, and specialized roles within Digital Innovation and Information Technology and other hard to fill roles throughout the corporation as the need arises.

The Request for Proposal calls resulted in the following vendors being selected:

- Feldman Daxon Partners
- The Phelps Group Inc.
- Western Management Consultants of Ontario
- GSI Consulting
- Hudson Technology Corp

Over the 5-year period, Executive and Specialized search firms (Appendix A) have filled 39 positions at a cost of \$1,185,516.19 (Appendix B).

Payment for Services are established as a percentage of the salary per role. The rates charged by each vendor are established in the General Terms and Conditions that the successful bidders have agreed upon to govern the awarded contract. Talent Acquisition shares the list of all Executive and Specialized Search firms with the Hiring Manager who then selects the firm for the recruitment.

### **Current Situation:**

Both contracts expired in March and April 2022. To ensure services are maintained, the City extended the contracts to October 2022 to allow for a competitive Request For Proposal (RFP) for Recruitment Services for Executive roles (Commissioner and CAO positions) to establish a contract by the end of the extended period.

Staff recommend proceeding with hiring external search firms to conduct recruitment services for Director, Commissioner and CAO positions outlined as Option A:

### **Option A (recommended):**

- External Recruitment: Director, Commissioner and CAO
- Internal Recruitment: Senior Manager, Manager and specialized roles
- Resource Impact: No additional staff resources required
- Estimated Procurement Amount: \$600,000 for three years

For the benefits outlined in Appendix C, the Director position has been identified as an executive role for recruitment through external search firms. If the recruit for Director position was to be conducted in-house along with Senior Manager, Manager and specialized roles, one additional full-time, permanent Talent Acquisition Advisor would be required outlined below as Option B:

### **Option B:**

- External Recruitment: Commissioner and CAO
- Internal Recruitment: Director, Senior Manager, Manager and specialized roles
- Resource Impact: One (1) full-time permanent Talent Acquisition Advisor at an estimated cost of \$135,000 annually (inclusive of benefits and WSIB)
- Estimate Procurement Amount: \$260,000 for three years

If Council wishes to proceed with Option B, the following recommendations will need to be adopted:

1. THAT Council approve one permanent, full-time Talent Acquisition Advisor to support the in-house recruitment of Director, Senior Manager, Manager and specialized roles for a total budget of approximately \$135,000; and
2. THAT the costs associated with a permanent, full-time Talent Acquisition Advisor be included in the 2023 operating budget submission, subject to Council approval.

## Corporate Implications:

### Financial Implications:

This procurement will be funded from various cost centres throughout the City. The Goods and Services Inventory account 720000.001 will be used for the purpose of the procurement, and as services are rendered, expenses will be charged to the respective cost centres. Staff will monitor and ensure that sufficient funding is in place until the end of the contract, pending Council approval to begin procurement.

There are no staffing impacts in proceeding with staff's recommendation (Option A). However, Option A will result in savings of approximately \$111,000 over a three (3) year period if recruitments for Senior Manager, Manager, and specialized roles are completed in-house.

Option B will require one full-time, permanent Talent Acquisition Advisor at a cost of approximately \$135,000 annually (inclusive of benefits and WSIB). The financial impact will be incorporated in the 2023 budget submission through a compensation adjustment, pending Council approval. Option B will result in approximate savings of \$45,000 over a three (3) year period.

	<b>Option A (Senior Manager, Manager, and Specialized Roles Move In-House)</b>	<b>Option B (Director, Senior Manager, Manager, and Specialized Roles Move In-House)</b>
Estimated Savings Over a Three (3) Year Period from Executive Search Moving In-House	\$ 111,000	\$ 450,000
Estimated Cost of One (1) Talent Acquisition Advisor Over a Three (3) Year Period (Includes Benefits and WSIB)		\$(405,000)
<b>Estimated Cost Savings Over a Three (3) Year Period</b>	<b>\$ 111,000</b>	<b>\$45,000</b>

Note: Advisor expenditures for a one-year period total \$135,000 and do not include one-time costs (ex. laptop)

### Purchasing Implications:

A public Procurement Process will be conducted, and the Bid submissions shall be evaluated in accordance with the published evaluation process within the bid document. Purchase approval shall be obtained in accordance with the Purchasing By-law.

All communication with Bidders involved in the procurement must occur formally, through the contact person identified in the Bid Document.

### **Term of Council Priorities:**

This report has been prepared in consideration of the Term of Council Priority of “Brampton is a Well-Run City”, demonstrating value for money of City Programs and services through open, fair and transparent procurement processes.

### **Conclusion:**

It is recommended that the Purchasing Agent be authorized to begin the procurement for Executive Roles to include Director, Commissioner and CAO positions, as described in this report.

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Reviewed by: Cynthia Ogbarmey-Tetteh

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Sr. Manager, Talent Acquisition and Total Compensation

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Acting Director, Human Resources

Submitted by: Cynthia Ogbarmey-Tetteh

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Acting Commissioner, Corporate Support Services

### **Attachments:**

1. Appendix A: Recruitment For Executive and Specialized Searches by Position
2. Appendix B: Recruitment Services for Executive and Specialized Searches Spent
3. Appendix C: Additional questions from Council March 9 Meeting