

Appendix C: Questions from Council

1. What is the value of using a search firm (for Executive or hard-to-fill positions)?

According to studies, below are some of the high-level benefits of utilizing executive search firms:

A. Impartial screening for all candidates.

Biases in the hiring process can be a major problem, especially if there are internal candidates involved. An executive search firm provides an objective third-party perspective to ensure that candidates are selected based on their merits as opposed to whom they know. In addition, third-party search firms use marketing resources to identify candidates from a diverse passive and active candidate pool, which helps to eliminate unconscious biases based on age, gender, race, or ethnicity.

B. Access to an extensive database of candidates.

Individuals who are currently in executives roles typically do not spend their time searching through job boards for open positions. More often than not, finding the right candidate for an executive position requires having the right pool of candidates, connections with those candidates and reputation to entice top performers to consider joining an organization. Executive search firms specialize in those exact areas – they devote time to networking and marketing in order to develop a sizable database of highly qualified candidates. In addition, because they have access to high-level contacts in the industry, they can cast a wide net that reaches candidates that would otherwise not be aware of the position.

C. Discretion and confidentiality.

When it comes to hiring for an executive position, the best candidate is often already employed at another organization – sometimes even a partner or competitor. In addition, in other situations, an organization may be seeking to replace an executive that is not meeting performance standards. In both cases, working with an executive search firm guarantees that the hiring process is confidential and conducted with the utmost discretion. This creates a win-win situation where the best candidate is hired, and important business relationships remain intact.

D. Recruitment Expertise & A Rigorous Search Process

Recruiting for an executive level position is difficult, hands on work. Simply posting the opening on job boards or organization's website is not enough to hire a talented leader. Top executives are typically passive job hunters, and busy leaders who are accustomed to finding new opportunities through their professional network and referrals, not typically through job boards. Without a referral, recruitment professionals within the organization may not be able to successfully reach out to these top leaders. On the other hand, executive recruiters often have built the required strong relationships with

executives and have the access to upper level professional networks to find the ideal executive.

E. Time & Cost Savings

Attracting, recruiting, and hiring an executive is a very demanding process. Reaching out to top candidates is a strategic and time-consuming activity that often takes up multiple recruiters' time. Having in-house recruitment experts may not have the experience with hiring executives, conduct the search efficiently and increases the possibility of hiring the candidate that is not a long-term employee in the position.

2. Were any of the positions that were filled from 2017 to 2020 replaced or eliminated?

No, the roles recruited for during the 2017 to 2020 timeframe still exist at the City.

3. Can we move to a model where search firms are not used for managerial or director positions (i.e. limiting use to Commissioner level and above; with reasons why)?

Human Resources can move to this model, however, it will require internal resources to support this work. This model is not aligned with talent acquisition best practices, as highlighted above for utilizing an executive search firm vs. in house recruiting for critical leadership roles. HR is therefore recommending a combination of both in-house and the use of executive search firms and will monitor the impacts and report to Council in the future, after reasonable trial period.

4. What resources will we require in-house?

In order to support the in-house recruitment of management level (Senior Manager and below grades) and specialized roles, one (1) additional Talent Acquisition Specialist is required. In order to also support the recruitment of Director roles, one (1) additional Advisor position will need to be allocated to support this work. Costing is reflective in Appendix 4 for both of these roles on an annual basis.

5. How is a position deemed hard to fill?

Specialized roles are very niche and highly sought after by other organizations as well.

There are multiple reasons for positions to be deemed hard to fill:

- due to the low applicant pool of qualified candidates,
- candidates accepting offers from their current employer while going through recruitment
- competitive market for these roles
- high turnover

Exploring the reasons above are an important consideration when trying to reduce recruitment costs especially reviewing high turnover roles, reasons for departure and retention strategies that could be deployed.

