



Process for Establishing Roster of Executive Search Firms

Item 5

September 10, 2021

Governance, Communications and Human Resources Committee

Report: GCHRC:2021-35

To: Governance, Communications and Human Resources Committee
("GCHRC")

From: Vice President, Human Resources (Interim)

Date: August 18, 2021

PURPOSE:

This report responds to a request made by the GCHRC at its May 25, 2021 meeting to report on the process for establishing a roster of executive search firms that can be relied on as required for the recruitment of executive staff.

RECOMMENDATIONS:

It is recommended that GCHRC receive this report for information.

Current State

TCHC does not currently have an approved roster of vendors to access in the event that they wish to retain those services for the recruitment of executive staff, when the need arises.

If there is a need to fill an executive-level position, TCHC has previously undertaken one of the following options:

- Accessed the approved roster of vendors established by the City of Toronto (option no longer available due to CETA, Canadian-European Agreement);

- Undertaken an RFP process, on an as needed basis, when there is a requirement to fill an executive-level vacancy; or
- Managed the entire recruitment process internally, through Human Resources (“HR”) divisional staff.

Key Points

- Developing a roster of executive search firms will ensure that TCHC can quickly engage those services, on an as-needed basis, when a vacancy in an Executive-level position arises.
- TCHC has a defined Procurement protocol for the establishment and management of qualified vendor rosters; this protocol will govern the process that will be followed to establish the roster of executive search firms.
- To develop a roster, TCHC would issue a Request for Vendor Qualifications (“RFVQ”), which would allow interested vendors who believe they meet the required criteria to submit a proposal.
- The RFVQ would clearly define the qualifications and evaluation criteria, to inform how vendors will be selected.
- The RFVQ will provide the opportunity to articulate the key criteria that are of particular importance to TCHC in selecting a roster of executive search firms such as:
 - a track record of success in sourcing diverse candidates;
 - a commitment to broad and extensive outreach to identify diverse candidates;
 - deep understanding of equity, diversity and inclusion principles and facilitating a recruitment process where an equity lens has been applied to each stage of the hiring cycle; and
 - extensive experience in recruiting for public sector/not-for-profit and familiarity and understanding of the social housing sector.
- A process for evaluating all submissions, in accordance with established TCHC procurement protocols would be followed.
- Once successful vendors are identified, a Framework Agreement will be created, establishing the general terms and conditions that will govern the services to be provided; pricing, term of agreement, etc.
- As the need for executive search services arises, TCHC would select vendors from the roster to perform the work assignment, in

accordance with the Roster Selection Process set out in the Framework Agreement.

- The inclusion of a vendor on the Roster would not result in any commitment by Toronto Community Housing to purchase services from the vendor.
- The establishment of a roster would create an efficiency and eliminate the need to undertake individual procurement processes each time executive search services are required, which should reduce the overall time required to fill a vacancy.

SIGNATURE:

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