

## Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Executive Committee  
Friday, January 14, 2022 Meeting

**FROM:** Natalie Blake, Chief Human Resources Officer

**RE: VENDOR OF RECORD ARRANGEMENT FOR LEADERSHIP TALENT SERVICES**  
Extension of Contract No. 10036736

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### KEY ISSUE

Extension of Contract No. 10036736 (Province of Ontario Tender-14107) for Leadership Talent Services.

### RECOMMENDATION

**WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in ongoing human resources management that requires executive/management talent search, and leadership and succession assessment, development and coaching services;**

**WHEREAS the Province of Ontario has established a Vendor of Record (VOR) arrangement for the supply of Leadership Talent Services (Tender-14107) which TRCA has adopted;**

**WHEREAS TRCA staff originally obtained approval to access the VOR for the period October 1, 2021 to July 6, 2023 at a value not to exceed \$200,000, plus applicable taxes, plus 10% contingency;**

**THEREFORE LET IT BE RESOLVED that staff be authorized to extend Contract No. 10036736 for an additional cost of \$500,000, plus applicable taxes for the total contract value not to exceed \$700,000, plus applicable taxes, plus 10% contingency;**

**AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract extension, including obtaining of any necessary approvals and the signing and execution of any documents.**

### BACKGROUND

TRCA requires the use of leadership talent services to effectively meet key deliverables of TRCA's leadership development and succession development programs, which includes leadership assessment, coaching and development training. In addition, TRCA requires the use of leadership talent services for executive searches (recruitment) and complex technical management searches (recruitment) as required to support TRCA's talent requirements.

In the past, TRCA has acquired Leadership Coaching and Executive Talent Search services through separate competitive procurement processes. Staff have identified an opportunity for administrative efficiencies and cost savings through the adoption of the Province of Ontario VOR arrangement. By utilizing the Province of Ontario VOR arrangement, vendors are authorized to provide services for a defined period of time and where TRCA benefits from fixed pricing. Vendors will be required to provide all resources required to service the divisional or program needs in accordance with applicable laws, codes, standards, terms and conditions of the VOR agreement.

## Item 7.7

### **RATIONALE**

The Province of Ontario has undertaken a competitive procurement process with various Leadership Talent Service providers. The objective of the VOR arrangement is to provide full service, planning, and end-to-end talent search and acquisition services and to enhance the performance of key personnel through coaching services. This VOR arrangement (Province of Ontario Tender-14107) is available to Non-Ontario Public Service (Non-OPS) entities through execution of a separate agreement with the vendors.

*Attachment 1* lists the Awarded Vendors by Service Category. TRCA intends to use service categories 1, 2, and 4. Utilizing this VOR arrangement provides cost savings in the form of staff administrative time and in the cost of actual services rendered, when compared to conducting a separate procurement process.

The use of Leadership Talent Services is an industry standard practice and aligns with TRCA Corporate and HR Strategy as well as the TRCA Recruitment, Selection & Onboarding policy. Specifically, the use of Executive Search Firms is outlined in section 5.05 of this policy.

### **Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**

This report supports the following strategic priority set forth in the TRCA 2013-2022 Strategic Plan:

**Strategy 7 – Build partnerships and new business models**

**Strategy 11 – Invest in our staff**

### **FINANCIAL DETAILS**

The total expenditure as of December 7, 2021, is \$178,920.93, plus applicable taxes and TRCA staff are satisfied with the services provided to date. Based on a review of previous work completed and future leadership talent service needs, the anticipated additional cost is approximately \$500,000, plus applicable taxes for a revised contract value of \$700,000, plus applicable taxes, plus 10% contingency.

An increase or decrease in demand of talent search and leadership coaching services will have an impact on the value of this contract. All vendors on the VOR list understand the potential cost and resource implications associated with the potential demand for services. The services will be provided on an “as required” basis with no minimum volume of work guaranteed.

The expenses associated with this contract are charged to the respective Divisional/Business Unit accounts or the Corporate Learning and Development account code.

**Report prepared by: Ian Kennedy, extension 5665 and Lisa Moore, extension 5846**

**Emails: [ian.kennedy@trca.ca](mailto:ian.kennedy@trca.ca), [lisa.moore@trca.ca](mailto:lisa.moore@trca.ca)**

**For Information contact: Ian Kennedy, extension 5665 or Natalie Blake, extension 5374**

**Emails: [ian.kennedy@trca.ca](mailto:ian.kennedy@trca.ca), [natalie.blake@trca.ca](mailto:natalie.blake@trca.ca)**

**Date: December 8, 2021**

Attachment 1: Leadership Talent Services VOR Tender-14107 - Awarded Vendors by Service Category

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Vendor	1 - Executive Talent Search	2 - Management Talent Search	3 - Leadership Assessment	4 - Leadership Coaching
CareerJoy				✓
Alpha Insights				✓
Boyden	✓	✓		
Desautels Consulting Inc.	✓			
Dixon Executive Coaching Ltd.				✓
Executive Coach Global (aka Career Compass Canada)				✓
Expsyt Inc.			✓	
Feldman Daxon Partners Inc.	✓			✓
Goldgrab Leadership Coaching Inc.				✓
Griffith Group	✓			
Hazell & Collins Associates			✓	✓
HR Associates Incorporated	✓	✓		
Humance			✓	
Lee Hecht Harrison Knightsbridge	✓	✓	✓	✓
Mirams Becker	✓			
MTCG & Associates Inc.		✓		
NAFOR Inc.	✓			
Odgers Berndtson Canada Inc.	✓	✓	✓	
Optimum Talent Inc.	✓			
OrganizationDynamic Inc.			✓	
Verity International Limited				✓
Waterhouse Executive Search	✓	✓		
Right Management Inc.			✓	✓