

## TOWNSHIP OF NORTH HURON

---

**TO:** Sharon Chambers, CAO  
**FROM:** Carrie Sharpin, Ward & Uptigrove Consulting & Human Resources (W&U)  
**RE:** Proposal for Recruitment Services - CAO  
**Date:** May 19, 2017

Dear Sharon,

Thank you for the invitation to provide a quote for recruitment services for the executive position of Chief Administrative Officer (CAO) for the Township of North Huron. We have enclosed a project Work Plan at **SCHEDULE A**, including timing and cost estimates for the work outlined. This Work Plan is comprehensive and may include steps that may be deemed unnecessary or may be work that can be performed by staff at North Huron; however, it includes all W&U's recommended steps to ensuring that North Huron selects the right candidate for this very important role.

We have estimated the total project cost, including disbursements will be **\$15,420, plus HST**. If successful, W&U will begin the project by finalizing the work plan with key stakeholder to ensure that deliverables are identified and achieved.

We have estimated a total of six visits to the Township of North Huron. Costs for additional employment testing (DISC is complimentary) and job advertisements have not been included in the fees. All additional fees will be approved in advance. W&U bills for time worked on a monthly basis, up to the quoted amounts. HST is added to all fees and disbursements.

Our Work Plan assumes a high level of involvement of the Recruitment Team, approving key decisions and strategies. The Recruitment Team will consist of members of Council as approved and appointed.

The phases in the Project Work Plan are generally chronological (complete one phase before moving forward to the next); however unplanned for events may require us to move back to an earlier phase. For example: a candidate withdraws his/her application requiring us to go back to the applicant pool for further screening.

The Phases of this project are:

1. Initial Planning
2. Job Definition
3. Marketing
4. Resume Collection
5. Applicant Screening
6. First Interviews
7. Second Interviews
8. Final Interviews
9. Verification
10. Hiring Choice
11. Onboarding

W&U's overall approach to executive recruitment is to help an organization find the best fit. There are many factors to consider when establishing overall fit: organizational culture, leadership needs, strategic direction, capabilities, values, skills, competencies, experiences, qualifications and much more. A key part of our Work Plan includes an organizational analysis/discovery process including both Council and Senior (other key) staff to accurately identify North Huron's current and future contexts and needs.

W&U takes confidentiality and professionalism in recruitment very seriously. We will ensure that all involved parties understand their obligations to maintain the confidentiality and dignity of candidates. Failure to protect the confidentiality of candidates is not only unethical, but can harm the Township's reputation for professionalism. Our Code of Conduct is at **SCHEDULE C**; this document is a guide for our business, in addition to our professional designations.

## Company Profile

Ward & Uptigrove (W&U) is a professional services firm based in Listowel, Ontario, with approximately 65 team members comprised of professional accounting staff, tax specialists, certified financial planners, human resource professionals, certified computer consultants, bookkeepers and administrative staff. The HR division was founded in 2000 with a single consultant. We have grown to seven staff and developed a strong niche working with municipal clients.

W&U believes in helping municipalities realize their human resources' full potential. People can make the difference in any organization. Municipalities face unique challenges in an ever-changing environment. Our services harness the power of your people to accomplish your goals.

## Experience and References

Municipal references and previous work performed will be made available upon request.



## Project Team

W&U currently has three Senior Consultants: Team Lead Ben Cornell CPA CHRL, Carrie Sharpin CHRL, and Lindsay Hunsberger CHRL. The Senior Consultant's role is to assume overall accountability for the project; finalize the scope of work to be performed, monitor project progress and address roadblocks to ensure deadlines are met. The Senior Consultant will be the main point of contact for this project.

The Senior Consultant will be assigned considering three key factors: current workload, timing of this project and particular preferences of the client. For the purposes of effective project management, we ensure that each Senior Consultant's workload does not exceed five active clients/projects at any time. Additional work will not be assigned until such time as workload allows it.

An Intermediate HR Professional will be assigned to the Senior Consultant for the duration of this project and their role will include coordinating team building and education sessions, preparing questionnaires, conducting references, scheduling interviews, and collecting and organizing documentation.

It is not anticipated that we would sub-contract any work to any outside contractors for this project; however we may need to access our legal advisor or the Municipality's as we prepare an Employment Agreement.

We have included at **SCHEDULE D** our team biographies which outlines our experience in the field of Human Resources.

## Conclusion

The CAO position is the liaison between Council and Staff; key advisor to Council and implementer of Council direction; leader of the staff team. A strong leader is critical to success in moving a municipal organization towards its goals.

W&U has extensive experience coordinating recruitment services for executive positions in public and private sector organization. Our goal is to assist our clients to find the right candidate for the position based on current and future needs and strategies of the organization.

Thank you for the opportunity to be considered for this project.

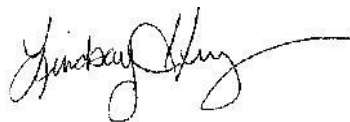
**WARD & UPTIGROVE CONSULTING & HUMAN RESOURCES INC.**



Carrie Sharpin, CHRL



Ben Cornell CPA CHRL



Lindsay Hunsberger, BBA CHRL



## Schedules

SCHEDULE A: PROJECT WORK PLAN

SCHEDULE B: DISC FLYER

SCHEDULE C: CODE OF CONDUCT

SCHEDULE D: TEAM BIOGRAPHIES

