



CHIEF ADMINISTRATIVE OFFICER Executive Recruitment Services

“

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Be careful not to hire the best salesman, unless, of course, you actually want to hire a salesman” dbm 50

Ravenhill Group Inc.



May 17, 2017

Reeve Neil Vincent
Township of North Huron
274 Josephine Street
Wingham, Ontario, N0G 2W0

Dear Reeve Vincent

Re: North Huron's CAO Search Needs

Through information we have been able to gather, we believe, that as you look at the future, it will be important for the Township of North Huron to focus on hiring a CAO who fully embraces the North Huron Mission Statement which reads in part ...

“We will leverage the breadth of services and amenities that we have developed over the years to spur significant residential and economic development...”

Given its reputation the Township must find ways to maintain and improve excellent customer service. Considered by many, especially its residents, to be a very desirable place to live North Huron must have an objective of hiring a TOP TALENT CAO...

WHO is first and foremost a person of integrity, who is accountable to you.
WHO does their job with the Township's best interests in mind, not their own.
WHO sees them self as a guardian of public funds and
WHO accept that their job is a public service supported by tax payer dollars.

To achieve this goal and to keep and maintain that high regard, a Chief Administrative Officer must be hired who is the right 'FIT' for the Township and who is a good match for the municipal corporate 'DNA' able to embrace the ideas encapsulated in Township's Vision that:

“... North Huron will continue to develop as a regional commercial and service centre that includes manufacturing, agriculture, tourism, recreation, culture, and heritage appreciation...”

To avoid attracting the unhappy unemployed candidates – the Township needs to acquire the services of a powerful, connected municipal recruiter who knows and understands the municipal market in Ontario and across Canada - one whose main thrust is not advertising, but instead authentic Head-hunting. A recruiter who can find “passive” candidates ... those are the people who are not just looking for a job, yet who can be persuaded to move the Township of North Huron. RAVENHILL GROUP INC. is such a recruiter.



WHAT YOU CAN EXPECT FROM A AUTHENTIC SEARCH

First, it is an important fact that when you use authentic executive search to hire an individual who is a good ‘FIT’ for North Huron, you will have successfully found the ‘right’ CAO to replace Sharon Chambers who has recently announced she is moving on. Someone who can finish the work of bringing the Township to top form.

Second, when you sign a new Chief Administrative Officer through Ravenhill Group you will be appointing an Administrator who has been selected and professionally screened for his or her ability to find gaps and prioritize solutions, quickly and efficiently. The CAO you hire will be chosen by your Selection Team from a ‘short-list’ of candidates handpicked by you ... a CAO, who can shepherd the completion of projects effectively.

Ultimately, by hiring a TOP TALENT CAO ... who has been professionally vetted and sourced, significant dollars can be saved by North Huron in decision making, planning and the delivery of services. Remember, reduced expenses can mean lower taxes!

Third, you will be getting exactly what you need – a skilled and talented person with proven track record for working on a variety of municipal assignments ... with knowledge in everything from planning/economic development and public works/roads to corporate service/finance and Law and safety/emergency services. So, when your new CAO applies those proven skills and talents to key areas within the Township of North Huron you will know that you are “getting what you paid for”.

North Huron needs to find the ‘RIGHT’ CAO so working with Ravenhill Group Inc. will mean, having the ‘BEST’ person in the job sooner rather than later ... WE GUARANTEE IT. Ultimately, this will bring significant cost savings to the Township and its taxpayers and, in due course, improved satisfaction with the way you as Reeve and your Council are running North Huron.

This section deals with the benefits to the Township when your new CAO is the right ‘FIT’

6 QUICK FACTS THAT MAKE THIS SEARCH CHALLENGING

- Municipal staff are in great demand in municipalities throughout Ontario and across Canada.
- 1000 Canadians turns 65 every day and will for the next 13 years.
- According to OMERS research age 57 is the average retirement age for municipal employees.
- Advertising alone attracts unhappy or unemployed people ...often both.
- **89%** of Hiring Failures are the result of poor cultural fit.
- In the absence of an **extraordinary selection plan** North Huron could very easily attract the person “who made the last municipality miserable”.



RAVENHILL GROUP'S SOLUTION

To ensure that North Huron gets the 'right' person for the job, we would encourage you to retain Ravenhill Group Inc. to perform your search. The number one thing that sets us apart is our knowledge of

This section deals with the unique solutions that Ravenhill Group offers in the search for your new CAO

TOP TALENT inside and outside of municipal government – this is combined with our proven ability to identify/recruit outstanding PASSIVE CANDIDATES- people NOT looking for a job.

MUNICIPAL EXPERTISE: We know that finding the 'right' person entails a whole lot more than putting an ad in a newspaper or a posting on a web site... because if that's all it took you'd do it yourself! Statistically, 10% of all working people would consider a job change if one were presented – but they are not looking. **This 10% is where we work.**

WE KNOW WHERE TO LOOK FOR TOP TALENT... not a mystery after more than a decade specializing in municipal search. We have filled roles from CAO and Director of Human

WITH US IT'S PERSONAL

The number one thing that sets us apart from every other recruiter is our PERSONAL connection to Canada's TOP Administrators, CAOs and City Managers – We know hundreds of them on a first name basis... and they know us and trust us.

Resources to Manager of Traffic Engineering and Director of Planning to Fire Chief. ...men and women who were NOT looking for a job who have been persuaded to go and live and work and raise their families in our client's community. We regularly go to the places where your next CAO is likely to come from. For the past 11 years we have been major sponsors and exhibitors at many local and national municipal annual conferences such as, AMO, ROMA, CAMA, FCM, and UBCM **investing literally tens of thousands of dollars annually on your behalf**

THE MUNICIPAL RECRUITING REPORT ...another way we keep in touch with the municipal market is through our monthly newsletter ... it boasts 5000+ subscribers. For the past **9 years**, on the first day of every month, it has gotten into the hands of the very men and women who you want to reach with your message that North Huron needs a new CAO.

WE GO A STEP FURTHER ... You need to avoid "the advertisers" ... pretend search firms who don't really know the people in the municipal market and whose primary recruiting efforts are most often centred on job postings and advertising – something you could quite easily do yourselves.



'FIT' - THE SINGLE MOST IMPORTANT FACTOR IN RECRUITING ... Once we find a



candidate with a great background, a strong resume and a significant education we move to the single most important step in the search process ... establishing 'FIT'. Let's face it, the Township could go to a lot of time, trouble and expense to hire a person with exceptional credentials only to have that person fail miserably - WHY? ... Simply

because they were not a 'FIT' for North Huron.

THIS IS NO TIME FOR MISTAKES ... For too long, municipal leadership has totally underestimated the importance of the 'FIT' as a factor in hiring. Statistically, 89% * of hiring mistakes are due to poor corporate cultural fit*. Every search we perform includes a proprietary customized *ASK Selection*™ Questionnaire. It is used to screen candidates and has proven effective when determining a potential match for organizations like North Huron. Questionnaire examines, screens, scores candidate's attitudes, skills and knowledge. * Forbes Magazine

Part 1 OUR APPROACH AND WORK PLAN ... Our approach is to appoint a Project Manager for each assignment. That individual is responsible for ensuring that each aspect of the search is completed on time and to your satisfaction. The Township of North Huron 'Project Manager' will be Bruce Malcolm, Managing Partner working with Dan Hughes Deputy Team Lead, supported by the Ravenhill team.

WORK PLAN

**We recommend a seven (7)
Step search process as follows:**

- 1. Position Analysis**
- 2. Recruitment Process**
- 3. Resume Review**
- 4. Candidate Screening**
- 5. Background Investigations**
- 6. Interview Process**
- 7. Negotiation and Follow-up**



A.S.K.™ Recruiting Tools:

A suite of tools that adds an extra dimension to the recruiting process. There are 5 of them built around the acronym A.S.K.™ 'Attitude', 'Skills' and 'Knowledge'

- Tool #1 ... Recruiting*
- Tool #2 ... Selection*
- Tool #3 ... Interviewing*
- Tool #4 ... Psychometric Testing*
- Tool #5 ... Reference Checking*



1 POSITION ANALYSIS

We know that to understand in detail exactly what North Huron is looking for will take extensive pre-search talks with the North Huron Selection Team. Prior to launching your search we will meet with appropriate council members, management and staff to establish the *Ideal Candidate Criteria* for each position. We are aware of the Township's need for a CAO who can: Cut Costs □ Follow Council's Priorities □ Reduce Spending □ Provide Greater Customer Service Focus □ Implement Council's Plans Quickly and Thoughtfully □ Bring about Positive Change. In addition, from the outset considerable time will be spent determining the 'FIT' needed through a discussion of KEY Attitudes, Skill and Knowledge needed for each role.

"To the man who only has a hammer, everything he encounters begins to look like a nail"

Abraham Maslow

Tool #1 Recruiting: The recruiting part of the process is designed to identify and target selected individuals who match the Township of North Huron *Ideal Candidate Criteria* for key municipal



positions. We are a Canada wide search company that is *exclusively* dedicated to municipal recruiting. Our staff has firsthand knowledge of work in the Township Administration, Front-line Emergency Services, Planning and a host of other municipal positions. This is clearly to North Huron' advantage since we have a strong understanding of what it takes to work in the key areas that pertain to the Township. In addition, because we specialize, we know literally thousands of municipal

employees across Canada, at every level of municipal work and many of them on a first name basis. As recruiters, we rely on our networking and research capabilities to create a candidate long-list of as many as 6 potential first round candidates for each position. Although, in our opinion, advertising is a relatively poor source of TOP TALENT, we will, when asked nevertheless draft, for your approval, high quality advertisements – as well as other promotional material that projects the high standards of the Township of North Huron.



Tool #2 Selection: *The A.S.K.™ Selection Questionnaire* is custom-designed for each search. It is an assessment process that eliminates the dangers of ‘gut level’ decision-making when hiring. We will custom design questions for candidates for CAO, based on specific information we get from you. The A.S.K.™ methodology is the centre piece of our selection process. Among others things A.S.K.™ is used to establish the very important aspect of corporate culture ‘FIT’. Our expert knowledge of municipal administration, front-line emergency services and Planning as well as many other municipal disciplines, will be very valuable to you in the selection of the ‘right’ candidates.

You will receive copies of each candidate’s written work, plus a FULL ANALYSIS of their responses prepared by our expert staff as well as a ranking of the candidates according to their strengths and weaknesses in the three key municipal management areas of **Attitudes, Skills and Knowledge**. At Ravenhill we have concluded that the ‘right’ questions asked in the ‘right’ way will elicit answers enabling our clients to gain valuable insight into our TOP TALENT candidates and help to determine who will be best for North Huron. This value added tool goes well beyond the typical search company practice.

Tool #3 Interviewing: *A.S.K.™ Interviewer Advantage*. We most often act as facilitator. We have found that it is easier for panel members to concentrate on a candidate’s answers if they are not thinking about asking the next question. We will write customized questions designed to help the North Huron Selection Committee to identify the ‘right’ person for CAO.

In addition, we will brief the Selection Committee prior to the interviews and develop a strategy to ensure that our interview process will work best for them. Our clients confirm that our non-traditional approach to behaviorally based interview questions works extremely well. Questions are drawn from our expert knowledge of municipal administration, Front-line Emergency Services, Planning and other municipal positions, questions that get to the heart of the job performance. Questions will provoke answers that demonstrate just how well a candidate will be able to work with you as Reeve and Council ... continue past successful policies and strategies and introduce new ideas. Clients appreciate our scoring tool making evaluation easier.



Tool #4 Psychometric Testing: *A.S.K.™* **psychometric evaluation** is an aptitude test designed for management leadership. We are trained to interpret the results. We will provide constructive feedback to both the Township of North Huron Selection Committee and the candidate. *A.S.K.™* is normative psychometric profiling that identifies strengths and weaknesses in areas like: dealing with others, motivational likes, and motivating others. It also identifies leadership style and approaches to goal setting as well as giving and getting feedback, decision making and communications. All these are key areas for the North Huron Selection Committee to clearly understand before they hire for any key municipal positions.

The test will answer questions such as what is this person's natural approach to following instructions, cost cutting, dealing with staff, customer service attitude, communication style and problem solving ability. All are vital answers to ensure that Township of North Huron gets the 'right' person for any key municipal position ...someone who is a good 'FIT'. The test results will help you as Reeve and Council get the most from your new CAO.

Tool #5 Reference Checking: *A.S.K.™* **360 Reference Checking** ... Our Recruiting, Selection, Screening and Psychometric testing will clearly establish what a candidate is *capable* of doing. Since past performance is often the best indicator of future performance, checking references will establish what a candidate has done. It allows us to speak with past supervisors, coworkers and employees in order to determine what the candidate has done, and likely will do. The important things that make them well suited for the role in North Huron.

A.S.K.™ **360** refers to references from someone the candidate has worked for, someone they have worked with and someone who has worked for the candidate. Our Recruiting, Selection, Screening and Psychometric testing will clearly establish what a candidate is capable of doing. Among other things reference checking will quickly provide Township of North Huron with evidence that the chosen candidate has provable success with a past employer, is skillful, innovative and has a track record for working well with a municipal council, management, staff, and the public.



3. RESUME REVIEW

We look at credentials, size of the organization, and number of staff supervised, budget and a number of other key criteria. Many of the resumes we receive for a position are unsolicited. Quite often they come to us as a result of word of mouth or a posting. Other times resumes are sent to us from people we have contacted about the opportunity. No matter what the source we offer this pledge: We are ***Ethical Head Hunters™*** which means that we are actively searching for the best people, always keeping in mind that we are representing the Township of North Huron. We do our best to answer every enquiry politely and honestly believing that treating others as we want to be treated is the best way to work. Our goal at every stage of the process is to deal fairly, respectfully and honestly with everyone. Confidentiality is the hallmark of every search.

4. CANDIDATE SCREENING

During screening we are continually reviewing all candidates, evaluating their education, technical knowledge, experience, accomplishments, management style and personal traits. Essentially, through this screening process we disqualify some and qualify others. As we do when reviewing resumes we are always careful to treat everyone respectfully. While our primary goal is to find the 'right' candidate for CAO , it is important that we protect both the Township of North Huron and Ravenhill reputations.

We will be responsible for screening all applications received. Your office will be asked to forward any enquiries they receive to us. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct informal interviews with people who may know about the candidate's background and level of expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

5. BACKGROUND INVESTIGATIONS

As part of our process in evaluating top candidates we speak directly to our contacts in Municipality Administration, and other areas of municipal administration - individuals who know firsthand about the candidates' past or present job performance. This is not a formal reference check but more of a casual background check. These checks and evaluations are combined to provide frank and objective appraisals of top candidates. We also verify past employment difficulties, if any, including due diligence on any legal action filed against current or former employers ... quite often items that show up in a Google search.



As part of our evaluation process, we verify undergraduate and graduate degrees. We arrange for credit checks, criminal background checks, and, as an additional option, arrange for psychometric testing of ALL finalist candidates. We will recommend a formal background investigation process (usually involving a professional investigator) to the Selection Committee who will make a final decision based on information we supply.

6. INTERVIEW PROCESS

We will recommended a list of finalists for the position. We prepare a written summary on each. The information will cover, but will not be limited to each candidate's: 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals. Included will be the candidates resume and completed **A.S.K. Assessment™** plus '**A.SK.™ Report**'. (Including score).

Our Long-List Report is delivered to the Selection Committee for review – our goal here is to assist North Huron to determine the best candidates in a long-list to short-list evaluation. We make a recommendation on a group of four to six finalists. The Selection Committee will make the final decision about which and how many candidates will be interviewed based on their conclusions and our recommendations. With your input we ultimately coordinate the interview schedule.

We will keep the Selection Committee closely informed and involved in decisions concerning the search process at all times. This made easier through our interactive Gantt chart (see page 11). It will be updated and sent to you at regular intervals throughout the search.

7. NEGOTIATION AND FOLLOW-UP

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, for spouses, receptions, etc. We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because ours is a fixed fee and not one based on salary. In addition we will work with the North Huron's legal advisors to prepare an acceptable contract.

MEDIA We will properly handle any and all media relations and prepare a press release. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Township and that any public statement should come directly from you.



NOTIFICATION We will maintain confidentiality of candidate information, to the degree possible, under Ontario law. Finally, we suggest that it is appropriate for the Selection Committee to directly notify all unsuccessful interviewed candidates regarding the final result. If preferred we will notify them.

REVIEW SESSION Once any of the new staff has been on board for 30 days or so, we will, if asked, conduct a Review Session with the Selection Committee and with your new CAO

Part 2 ESTIMATED TIME-FRAME

The attached Gantt chart illustrates Ravenhill Group's proposed schedule and timeframe for your CAO search. This will allow you to see at a glance:

- What the various activities are
- When each activity begins and ends
- How long each activity is scheduled to last
- Where activities overlap with other activities, and by how much
- The start and end date of the whole project

Each activity is represented by a bar; the position and length of the bar reflects the start date, duration and end date of the activity. It illustrates both the critical tasks and the timing of the search in a step-by-step illustration from the day the contract is awarded until the day the successful 'right' candidate begins work at the Township of North Huron. In the attached 'typical chart we have estimated 96 days for your search.

LEFT OUT OF THE LOOP ... We have discovered that too often municipal clients are left 'out of the loop' in terms of project status. Few things can be as frustrating as making a major investment in one's organization only to be left in the dark.

The illustration that we have provided here is 'hard copy' version of the Gantt chart. In it you can see the various components of the search as well as the members of our organization who are assigned plus the amount of time allotted to complete the critical tasks.

REGULAR STATUS UPDATES In this day and age when, more than ever before, stakeholders in your municipality have a 'high need to know' As part of our commitment to you, throughout your search, we will regularly supply you with an on-going update ... an electronic version of the chart will be emailed to you at regular intervals throughout the search.

CAO Search 96 Days from Award to offer acceptance of Successful Candidate

	SCHEDULE & TIME-FRAME	Start Date	End Date	Assigned To	Duration	% Comp lete
1	North Huron CAO Search	05/24/17	09/29/17	bruce@ravenhillgroup.com	93d	
2	Award of Contract	05/24/17	05/24/17		1d	0%
3	Initial Meetings/Interviews	05/25/17	06/01/17	Bruce	6d	
4	Send "Getting Started " Memo	05/25/17	05/26/17	Lesley	2d	
5	Hold discussion with Sel. Comm/others	05/29/17	05/30/17	Bruce	2d	
6	Send Corp Cult (CCQ) Questionnaires	05/29/17	06/01/17	Lyndie	4d	
7	Research Outline Plan and Target Lists	05/29/17	07/19/17	Dan	38d	
8	Develop Ads-post on appropriate web sites	05/31/17	06/07/17	Team	6d	
9	Prepare "Benefits of North Huron" package	05/31/17	06/07/17	Team	6d	
10	Identify target municipalities/leaders	05/29/17	07/19/17	Bruce	38d	
11	Develop external communications and selected target lists of contacts	05/31/17	07/19/17	Dan	36d	
12	Identify key selling points for opportunity to attract 'right' candidate	05/31/17	06/15/17	Bruce/Team	12d	
13	Prepare brochure to promote opportunity	05/31/17	06/21/17	Team	16d	
14	Benchmark meeting with to clarify search	06/07/17	06/28/17	Dan	16d	
15	Review/Target Recruiting/Networking	05/31/17	07/19/17		36d	
16	Review Corporate Culture Questionnaires/Official Job Description Develop Candidate Questionnaires	06/07/17	06/14/17	Team	6d	
17	Source candidate- direct, referrals,staff suggestions	05/31/17	07/19/17	Team	36d	
18	Preliminary Candidate Interviews/soft References	07/19/17	08/21/17	bruce@ravenhillgroup.com	24d	
19	Candidates complete A.S.K. Selection Questionnaire	07/19/17	07/26/17	Lyndie	6d	
20	A.S.K. Questionnaires scored/ranked	07/25/17	07/28/17	Lyndie	4d	
21	Screen, interview, evaluate Candidates for 'FIT'	07/24/17	08/07/17	Lyndie	11d	
22	Develop 'long-list' do prelim Ref Checks	08/14/17	08/21/17	Team	6d	
23	Present 'long-list to client/communicate with candidates	08/07/17	08/14/17	Bruce	6d	
24	Discuss job vs person with Selection Team matching skills to job issues/needs	08/07/17	08/07/17	Bruce/Dan	1d	
25	Choose 'ideal candidate' benchmarks		07/28/17	Bruce/Team		
26	On-going communication with all candidates	08/07/17	08/14/17	Team	6d	
27	Client Interviews	08/07/17	09/21/17	Team	34d	
28	Finalize short-list with Selection Team	08/07/17	08/15/17	Bruce/Dan	7d	
29	Schedule full day of interviews	08/14/17	08/18/17	Bruce/Team	5d	
30	Review	08/14/17	08/18/17	Bruce	5d	
31	Psychometric testing 'short-listed' candidates	08/21/17	08/28/17	Lyndie	6d	
32	Schedule 2nd Interviews	08/25/17	08/31/17	Team	5d	
33	maintain communication/avoid mistrust/misunderstanding ensure municipality's positive reputation is reinforced	08/14/17	09/20/17	Team	28d	
34	Schedule Final interview	08/28/17	09/04/17	Bruce	6d	
35	North Huron selects'right' person	09/08/17	09/20/17	Bruce	9d	
36	A.S.K. 360 Reference Checks	09/08/17	09/20/17	Lesley	9d	
37	Police/background checks	09/04/17	09/11/17	Lesley	6d	
38	North Huron confirms 'right' person	09/08/17	09/08/17	Bruce	1d	
39	Ravenhill presents offer assists negotiations	09/08/17	09/14/17	Dan	5d	
40	Right' candidate for the Township of North Huron unique Team, Corporate Culture accepts position	09/15/17	09/21/17	Bruce	5d	
41	Successful Candidate on-board	09/25/17	09/29/17		5d	



APPENDIX 1 OUR THREE SERVICE GUARANTEES

Ravenhill Group's Performance Guarantee

We will provide a minimum of 4 short-listed candidates within 60 business days.

This section explains our 3 guarantees ... it's another thing that sets Ravenhill apart. You need this kind of unique difference for your search.

Ravenhill Group's Replacement Guarantee

Because our unique ASK™ Full Search Process™ is so successful, we can, and do, guarantee that we will help you select the 'right person', not just the 'best person available' for your managerial vacancy. Our replacement guarantee extends *for a full year* ... 365 days from the date of employment of the successful candidate. If, during that time, a candidate leaves the employ of the Township of North Huron (other than for downsizing or layoff), Ravenhill Group will find a suitable replacement candidate at no cost to the Township. *

Ravenhill Group's Unique Hands-off Guarantee

We guarantee that, when the Township of North Huron engages us for a recruiting assignment, we will not, under any circumstances, attempt to recruit from the Township, for our future assignments, unless you make it clear that we are no longer your recruiter of choice. We pledge to work with you and not against you.

*Expenses incurred while fulfilling the guarantee will be submitted for reimbursement



APPENDIX 2 PROJECT COSTS

Core Pricing Ravenhill Group Inc. is retained on a fee-for-service arrangement that reflects the level and the specific difficulty of each search assignment. We agree to perform your searches for a fee of Eighteen Thousand Dollars \$18,000.00

Fee Structure 1/3 upon our commencement of the search, 1/3 at 30 days and ... the balance when a workable job offer is extended by North Huron and accepted by the successful candidate.

Expenses All out of pocket expenses associated with the search, including any required travel, courier services and local meeting expenses will be billed throughout the search. Additional major expenses, such as Township-mandated advertising or candidate travel, will be invoiced at cost, and will be submitted for prior approval. All fees and expenses are payable upon receipt, as billed during the assignment.

Optional Pricing

We will draft professional advertising for your approval. We propose that the search be posted on the appropriate professional web sites. We most often recommend that searches be posted on CAMA Job Scene, which automatically includes a posting on the CivicJobs.ca web site. This provides a Canada-wide public audience at a cost of \$250.00. We usually recommend the use of Municipal World on-line posting at a cost of \$450.00.

Brochure We also create a professional brochure to share with candidates that highlights the Township of North Huron and the opportunity. This becomes part of a larger package “The Advantages of North Huron”.

We will write and produce professional advertising that will be submitted for approval. An example of the type of posting we produce can be found at <http://ravenhillgroup.com/town-of-innisfil-ontario/>

This section explains Ravenhill Group's fees. We are a retained search firm. North Huron can be confident of our best advice because we are offering a 'flat fee' arrangement for this search.



SIGNATURE PAGE

The Township agrees that all current leads, including any internal candidates and sources will be turned over to Ravenhill Group at the beginning of the search process. The Township also agrees and that all future contacts and referrals, regarding this assignment, will be forwarded to Ravenhill Group as they come in.

Professional Liability Insurance

We carry \$2,000,000.00 Professional liability Insurance through Staffguard Insurance, Policy# BSP0014156, and if awarded this search, will provide a certificate naming the Township of North Huron.

Early Termination

This agreement can be terminated for cause by either party with 30 days prior written notice. If this agreement is terminated for any reason by the Township of North Huron, 50% of the remaining fee will be due and payable.

Time Commitment

Managing Partner, Bruce Malcolm and Deputy Team Lead Dan Hughes have the quality time to devote to your searches to ensure excellent results for the Township of North Huron.

RAVENHILL GROUP Inc.
D. Bruce Malcolm

Approved

Date

Township of North Huron

Date



APPENDIX 3: HISTORY AND RAVENHILL GROUP INC. STAFF BIOS

A Brief History

Ravenhill Group was founded in 2002 by Bruce Malcolm. It has grown to include offices in Ontario, Alberta, BC and Nova Scotia, with five consultants, two partnering Associates, and four Researchers.

Since 2006, Ravenhill Group has specialized *only* in municipal recruiting, focusing on recruiting Directors, Commissioners, and Chief Administrative Officers for municipal government. We have performed a myriad of successful searches from coast to coast over the past 10 years.

Ravenhill is owned 100% by Mr. Bruce Malcolm. It has no ties to any group, individual or product that could compromise our complete independence and ability to serve you without bias.

OUR PHILOSOPHY

If anything truly defines Ravenhill Group, it is the value we attach to meeting the needs of our clients in the growing demand for top talent administrative municipal leaders. It is the value achieved when we meet those needs through genuine one-to-one recruiting. This is achieved when we bring the very best passive candidates face-to-face with career opportunities they were previously unaware of ... because they simply weren't thinking of a job change.

MORE ABOUT US

We network extensively and attend as many municipal conferences as we can every year. This put us in close contact with key players across Canada. It has allowed us to get to know thousands and work with hundreds of the brightest and best municipal managers' coast to coast at a "grass roots" level. We know thousands of leaders from Canada's 3572 municipalities, from the smallest to the largest towns and cities from sea to sea ... and they know us.



PRINCIPALS

Managing Partner D. Bruce Malcolm:

“... No client has ever asked me to find them an ‘ordinary’ CAO” dbm50

Bruce is the consummate people person and professional networker. Over the past decade, he has



built a solid reputation as an ethical Executive Search Consultant who specializes in municipal recruiting. Bruce has developed and sold several successful businesses. In a career that has been highlighted by service to others, his focus has always been on finding the ‘right person’ for the job, whether for one of his many clients or for one of his own businesses.

Bruce created the **A.S.K. Selection™** process a tool to help clients better ensure fit when hiring. The A.S.K.™ Selection Assessment process seeks to eliminate the dangers of gut-level decision-making when hiring.

For most of his working life, Bruce has been involved with the development of ‘human capital’. A known Talent Management expert, Bruce recognized early in his career that, as author Jim Collins wrote, “... *getting the right people on the bus, the wrong people off the bus is the key to success*”

Some Areas of Expertise

- Has recruited hundreds of successful senior managers, many of whom work in the municipal sector.
- Over the years, assignments have covered senior management positions including: CAO, Township Manager, Town Manager, Commissioner, Director of Corporate Services, Director of Finance, Director of Engineering, Director of Planning, Director of HR, Manager of Recreation, Manager Water Wastewater, Manager Roads, to name a few.
- Has developed and implemented valuable selection tools, including pre-screening and interview processes tools.
- Employment negotiator on behalf of the Selection Committee.
- Works with municipal staff/councils to get the most out of their coworkers.

Ravenhill Group Inc.



Board Experience in Canada

- Numerous not-for-profits, including church and mission boards.

Resume

Bruce began his recruiting career in the 1970s with Prudential Assurance Company, recruiting, training and mentoring junior executives. He followed this with five years in his own business in southwestern Ontario and Dallas Texas. Bruce returned to Canada in 1984 to head up Executive Recruiting at Keith Bagg & Associates. He launched Ravenhill in 2002. Until 2006, Ravenhill recruited for a variety of senior roles such as Director of Sales, Director of IT, Executive Director not-for-profit, CFO, to name a few, and in 2006, began to specialize in municipal recruiting.

Education and Qualifications

- Bus. Law, Economics, Psychology, University of Toronto 1973
- OSC and Studies in Securities - 1975.
- Business School of HK 2002
- Xerox Selling Skills I, II & III

Awards and Recognition

- Doctor of Commercial Science, London Institute of Applied Research, London England 1973



R. Daniel Hughes, CPC, deputy Team Lead



Dan works with every facet of municipal administration with a particular specialty in the fire service. He has performed many searches from CAO and Finance, to Roads and Public Works. Dan holds a CPC designation – a Life Coach Training and Certification through Fowler Wainwright International Academy of Professional Coaching. He is in his element volunteering. Whether for charity or sports, he can be found rolling up his sleeves to get involved. For six consecutive years, he was London, Ontario Chairman of the Terry Fox

Run – a committee that raised hundreds of thousands of dollars for the charity.

Among his friends and associates, Dan is known for his unflagging energy and boundless enthusiasm. It is said about him that, “If you want to get something done ... give it to Dan to handle.”

Education and Qualifications

Prudential NMS Graduate Montreal 1974

Certificate in Management Studies LIMAC Institute Hartford Connecticut 1975

Diploma in Talent Management KSM School of Recruiting, Boston Mass.1993

Diploma Coaching for Excellence CPC Wainwright International 2009



Deputy Team Leader Farrell O'Malley



Farrell has a Degree from the University of Alberta in Recreation Administration, along with over 18 years in municipal administration, with more than 10 years as CAO, plus 11 years as a senior manager in the recreation field. He has managed annual budgets to \$9.6-million, and a staff of over 170 full and part-time employees. Farrell has served as a Board Member for the Minister of Municipal Affairs Municipal Excellence Awards Committee, Director with LGAA.

Education

Bachelor of Arts in Recreation

1996 University of Alberta, Edmonton

Bachelor of Arts in Recreation Administration

1994 Red Deer College- Red Deer Alberta

Local Government Administration Program

University of Alberta, Edmonton

Professional Development

- Public Information Officer Training
- Dealing with Media
- Aligning Council and Administration
- Risk Management



Police Chief, Fire Chief, EMS Chief Specialist,
Jim Drennan B.A., M.Sc., Ph.D. C. Crim



Jim joined Ravenhill Group in 2014 to lend his very credible experience to our **Front-Line Emergency Services** initiatives. Former Dean, School of Justice and Business Studies, Fleming College. Jim worked with Police Service of Northern Ireland, was Director of the Ontario Provincial Police Academy. In addition, he has served with the Royal Canadian Mounted Police, the Halton Regional Police and as Bureau Commander with the Ontario Provincial Police and worked with the FBI 'International Counter Terrorism Leadership Program'.

Jim was the Chief Administrative Officer of Canada's largest police association and union, the 8,000 member Ontario Provincial Police Association, involved in all aspects of labour relations and collective bargaining. He is a founding Co-Chair and Member of the Canadian Police Sector Council in Ottawa.

Jim holds diplomas in Municipal Government and Leadership, Crime and Deviance, Law Enforcement and Administration, Labour Relations, General Police Studies. He also holds degrees in Criminology, a Master's Degree in Education and a Doctorate in Criminal Justice. He is the author of the book 'Police Leadership and Labour Relations and numerous other published articles. Jim Drennan has been recognized for his contributions to public policing globally and was awarded the Queen's Medal.

JAMES DRENNAN – CONTRIBUTION TO POLICE LEADERSHIP DEVELOPMENT

- 1) Standing member with the 'Rank Determination Board' of the OPP. This board is responsible for investigations, selections and recommendations to the Commissioner for all municipal police executive 'Deputy Chiefs and Chiefs of Police' when a municipal police service was amalgamated into the OPP process involved investigations, interviews and qualification examination of municipal Chiefs and Deputy Chiefs to serve at a comparable rank in the OPP.
- 2) As a frequent guest lecturer at the FBI Academy in Quantico, Virginia, Keynote Speaker Canadian Association of Chiefs of Police and International Chiefs of Police. Expertise in Police Management and Leadership Development.



Director of Research Sheila Rogers



Sheila is an experienced search professional with many years of experience in candidate sourcing and research. Sheila's educational background includes Masters level training in Library and Information Studies, from McGill, as well as Marketing and a Bachelor of Arts in English from the University of Saskatchewan.

She has a track record of and execution for domestic and international searches at the C-suite, V-suite, management and senior professional levels in multiple sectors. This includes municipal government, energy, manufacturing, engineering, advanced technology, industrial construction and mining. This background is supplemented by a research, data management, and communications background, which is based on approximately 15 years of experience in managing research projects, telephone interviewing, and labour market studies within government, not-for-profits, post-secondary institutions, agriculture, manufacturing, legal services and the financial services sectors.

Education:

Bachelor of Arts (English) Honours

University of Saskatchewan 1993

Masters of Library and Information Studies

McGill University 1995

Marketing SAIT 2008

Ravenhill Group Inc.



STAFF



Lyndie Sneath, A.S.K Consultant *Fluent in both of Canada's official languages Lyndie works with her staff to manage the evaluation and selection process of municipal management professionals for our clients.

Lyndie's specialized training in the *A.S.K. Selection Process™* and education (University of Toronto, 1972, Languages) together with her business career experience combine to make her a valuable team member at Ravenhill.



Lesley Prestwich, Manager of Research, Educated at St Lawrence College (ECE, 1998). Lesley brings many years of investigative experience to the company and our clients. Lesley and her staff use the tried and true methods she learned while working with Forzani Group and TDL Inc., and as a medical database developer. She and her staff have been able to perform reference checks utilizing the 'Ravenhill 360o Referencing™' tool with an effectiveness that goes well beyond the scope of a typical HR Department.



Jon Hayhurst has been a recruiter/researcher for seventeen years. Prior to joining The Ravenhill Group, he ran his own practice and was also a recruiter for small to large search firms. Jon's expertise is in identifying talented, motivated, passive candidates and aligning their career goals with progressive organizations. Before starting a career in recruiting he was an Account Manager in the automotive industry and attended McMaster University.



APPENDIX 4 **OUR PROVEN REPUTATION**



"I liked that we had a large number of candidates to choose from. The township really benefited from Ravenhill's understanding and evaluation of the strengths and weaknesses of each candidate they presented..."

Mayor Ian McLeod

"... I approached Ravenhill Group because I knew they recruited exclusively in the Municipal sector. Ravenhill helped me by finding me candidates that would not have surfaced if I had just run an ad on line with the various associations ... I was able to get a Commissioner that hit the ground running."



e CAO



"...We didn't simply select a candidate for the sake of filling an important position ... the candidate 'FIT' the organization and the organization was the right 'FIT' for the candidate. Ravenhill got it right".

Bernie Morton, CAO

"We approached Ravenhill Group because of their reputation for recruiting the 'right person' for the job. No time was wasted on the wrong people. I found the whole experience was very professional ... done well from start to finish."

**Bill McGimpsey,
Deputy Mayor**



"The successful outcome of our search resulted in Ravenhill Group bringing in the right person at the right time. It was exactly the result we had hoped for".

Murray Clarke, CAO



EXPERIENCE AND EXPERTISE

Searches completed by Ravenhill Group over the past 48months:

- City Manager - Moose Jaw, SK
- CAO - City of Merritt BC
- CAO - Cypress County, AB
- CAO - Birch Hills County, AB
- CAO - Picture Butte, AB
- CAO - Hanna, AB
- CAO - High Level, AB
- CAO - Grande Cache, AB
- CAO - Three Hills, AB
- CAO - Provost, AB
- CAO - Seguin Township, ON
- Mgr. PW Seguin Twp. ON
- CAO - North Stormont, ON
- CAO - Loyalist Township, ON
- CAO - County of Frontenac, ON
- CAO - South Glengarry, ON
- CAO - North Dundas, ON
- CAO - Ramara, ON
- CAO - Dufferin County, ON
- CAO - South Glengarry, ON
- CAO MacDougall, ON
- CAO Town of Didsbury AB
- CAO Grey Highlands, ON
- Dir. PW Moosonee, ON
- Comm. Ops St Catharines, ON
- Fire Chief Loyalist TWP ON
- Dir.HR City Wetaskiwin, AB
- HR Manager Richmond BC
- Dir. Corp/Ser. Drumheller, AB
- Dir. Corp. Services Hinton, AB
- Dir. Finance Three Hills, AB
- Dir. Finance Hawkesbury, ON
- Dir. Recreation Kindersley, SK
- Dir. Comm. Serv. Hinton, AB
- Dir. Cult/Rec. Opportunity, AB
- Mgr. Engineering Hinton, AB
- Dir. PW Foothills, AB
- Dir. PW Cardston County, AB
- Dir. PW Georgian Bluffs, ON
- Dir. PW Bowden, AB
- Dir. Roadway Ops Regina SK
- Fire Chief, Innisfil, ON
- Fire Chief Owen Sound, ON
- Dir. Finance Inuvik NT
- Traff/ Eng. Grande Prairie AB.
- Dir. Plan Dist. West Van BC
- Mgr. Perm/ Dist. West Van BC
- Dir. Eng. & PW Moose Jaw, SK
- Dir. P.W. Wawa ON.
- Sup. of Roads West Van BC
- Mgr. By-law Enf. Richmond BC
- Dir PW Trail BC
- City Manager - Estevan, SK
- CAO - Fort Saskatchewan, AB



REFERENCES

Municipality of Grey Highlands, ON (Population 10,000)

Deputy Mayor Stewart Halliday 519-378-5398

Search for Chief Administrative Officer

deputymayorhalliday@greyhighlands.ca

Township of South Glengarry, ON (Population 13,000)

Mayor Ian McLeod 613-347-1166

Search for Chief Administrative Officer

ian.mcleod@genivar.com

Township of North Stormont, ON (Population 6700)

Mayor Dennis Fife, (613) 932-1515

Search for Chief Administrative Officer

fifeag@plantpioneer.com

Loyalist Township ON. (Population 16,000)

Mayor Bill Lowry, (613)-386-7351,

Search for: Chief Administrative Officer

bill.lowry@loyalist.ca



APPENDIX 5: ROI

THERE IS NO OTHER EXECUTIVE SEARCH FIRM **THAT CAN MAKE THESE CLAIMS**

- **A Single focus truly national recruitment firm with extensive municipal search expertise**
 - ✓ Ravenhill is the only firm that exclusively specializes in municipal recruiting - offices in Vancouver, Calgary Toronto and Halifax
- **Extensive and exclusive connection to municipal professionals across Canada**
 - ✓ Major sponsor of the 500 member Canadian Association of Municipal Administrators (CAMA) For 11 years we have been interacting with the very people you want to recruit from... many on a first name basis.
 - ✓ Long-term exhibitors at ROMA, AMO, AUMA, AAMDC, LGAA
 - ✓ Other Major municipal conferences, coast to coast such as UBCM
- **We go a step further**
 - ✓ Purpose to find the 'best' person for the job
 - ✓ Specialize in recruiting 'passive' candidates
 - ✓ We ENSURE cultural 'FIT' through the **A.S.KTM** Selection Process
- **Your Search is no mystery for us**
 - ✓ After more than a decade of work in the municipal market place
 - ✓ We go to the places where your next CAO is likely to come from
 - ✓ We provide a professional brochure to effectively present every opportunity.
 - Examples at <http://www.ravenhillgroup-opportunities.com>
 - ✓ We develop professional job postings but don't rely on advertising or web postings.

We publish the Municipal Recruiting Report ... a monthly newsletter that goes to more than 5000 municipal professionals across the country.

***Recruiting municipal professionals isn't just one thing we do, it's the only thing we do—
across Canada, every day.***