

RFP # 17-358

REQUEST FOR PROPOSAL (“RFP”)

FOR

EXECUTIVE SEARCH SERVICES

FOR

HALIFAX REGIONAL MUNICIPALITY PENSION PLAN

Proposals will be received until 4:00 pm EST on October 6, 2017 for Executive Search services for the Halifax Regional Municipality Pension Plan.

Proposals are to be emailed to:

R. Scott MacDonald
Halifax Regional Municipality Pension Plan
macdons@halifax.ca

Background:

The HRM Pension Plan (“Plan”) is sponsored by the Halifax Regional Municipality. The Administrator is the HRM Pension Committee (“Committee”), made up of union, management, and retiree representatives. In addition to HRM, 12 other Participating Employers participate in the Plan. The Plan has approximately 5,773 active members, 3,775 pensioners, 219 deferred members and 328 terminated members with rights to residual payments as of December 31, 2015. Contributions are shared 50%/50% between employer and employee. Employee contribution rates are approximately 12.21% of payroll. The Plan is subject to the provisions of the Province of Nova Scotia Pension Benefits Act.

The Plan and the Master Trust have net assets of approximately \$1.74 billion and \$1.85 billion respectively as of August 31, 2017. The Plan’s assets are invested in a Master Trust which also includes the Halifax Regional Water Commission Employee’s Pension Plan. The Master Trust is invested in approximately 40% publically traded equities, 20% publically traded fixed income securities and 40% private investments.

The Committee seeks a qualified recruitment agency or recruitment specialist to provide HR consulting services to assist with the recruitment of the position of CEO to the HRM Pension Plan. The firm should plan and conduct an exhaustive national search to bring forward suitable candidates from which the Committee can select a successful replacement for the CEO.

Proposal responses must contain the following:

1. General information on your firm and the services which it provides. Indicate in your response whether your firm contracts out to third parties any services covered by this RFP.
2. Collaborate with the Committee to determine expected qualifications, skills, experience and leadership required. A process to seek further stakeholder input may be considered.
3. Develop job profile or description; performance expectations and performance evaluation process.
4. Prepare the candidate briefing package, job announcement and application process.
5. Conduct a national search using a variety of appropriate resources; advertising materials; as well as conduct targeted, personal recruitment of potential candidates.
6. Develop schedule to meet all pre-established deadlines (job advertisement; screening; short list; interviews; assessments; verification of credentials; references checks).
7. Conduct preliminary interviews and present short-listed candidates to selection panel. Please identify on the shortlist any qualified African Nova Scotians, racially visible persons, women in non-traditional positions, persons with disabilities and Aboriginal persons.
8. Coordinate and attend the interview process with the Committee, and assist in preparing interview questions and other selection tools to evaluate candidates.
9. Develop selection criteria; evaluation/scoring grid.
10. Gather additional information to assist in the Committee's evaluation of candidates.
11. Communicate with all applicants & candidates throughout the various phases of the selection process.
12. Compile comparative compensation data to assist the Committee in negotiating with the identified candidate regarding terms and conditions of employment.
13. Must provide weekly project update to the Committee.
14. The contractor shall designate in their proposal a project manager. All coordination for services with the Committee and the contractor shall be the responsibility of the project manager. The project manager shall ensure that any substitutions in proponent team personnel are approved by the Committee or it's delegate.
15. Report to the Committee through a review process and meetings at various stages of the work program. The work progress shall be measured against a defined budget and work

schedule.

16. The Committee recognizes that project management is an essential part of this project, therefore a written weekly progress report is required to be submitted and consist of the actual schedule achieved overlaid on the original base schedule submitted by the proponent at the start up meeting. For instances where the schedule has not been achieved, a brief written explanation as to why shall be included. The progress report can be submitted either as a hard copy or as an attachment to an electronic e-mail.
17. Meet and/or liaise with regulatory bodies, utilities, stakeholder groups, other levels of government, and members of the community, as required.
18. Provide copies to the Committee of all correspondence related to the project including agreements reached on behalf of the Committee.
19. Your firm's experience in providing executive searches for pension plans similar to the Halifax Regional Municipality Pension Plan.
20. Details on the staff that will be assigned to provide the executive search services. The Proposal should also indicate a back-up/successor person of the service team that the Committee can contact in the event the project manager is not available. In addition, the details of the Proposal should identify all those who will form part of the service team and their functions, role and responsibilities, and experience with similar pension plans.
21. In responding to this proposal, each proponent shall, include, as a minimum, a Business/Technical Proposal and a Cost Proposal. The proposal is not complete unless it contains a Business/Technical Proposal which addresses the requirements described herein, and a separate Cost Proposal that details all costs for the proposed services. . Both Technical and Cost Proposal must be signed by an authorized representative of the firm submitting
22. Email responses to macdons@halifax.ca.
23. The contents of all responses will be kept confidential.

Business Technical Solution Submission Requirements

Submissions should include, but not necessarily be limited to, the following:

Mandatory Requirements – The proponent must demonstrate that they meet or will meet upon award the following mandatory requirements:

- a) Evaluation Criteria #1 –
 - Extent and quality of experience in conducting executive searches for positions that have a direct or indirect reporting function to a Pension Plan Committee or similar governing body and other government or public sector experience;
 - Depth of experience of the team lead
- b) Evaluation Criteria #2

- Extent and quality of experience in conducting a search for similar-type of position for senior levels of similar sized complex organizations
- Extent and quality of experience with local, regional or national recruitments

c) Evaluation Criteria #3

- Reference checks from (4) four clients in which searches were performed for a position that has a direct or indirect reporting function to a Pension Plan or similar governing body.
- Candidate turnover rate based on retention by employer

d) Evaluation Criteria #4

- Availability: The initial meetings with key stakeholders are in October 2017.

1. Evaluation of the Business/Technical Proposal

a) Stage 1 – Mandatory Criteria

- The proposal must meet all of the mandatory criteria as referenced in the Scope of Work and clearly demonstrate that these are met in a substantially unaltered form. If the proposal fails to meet any one of these criteria, it will receive no further consideration during the evaluation process and be deemed non-compliant.
- The proposal must clearly demonstrate the proponent's experience and ability to fulfill the Service Requirements.

b) Stage 2 – Proposal Evaluation Criteria

- All proposals which pass Stage 1 – Mandatory Criteria will be evaluated and ranked against the weighted Proposal Evaluation Criteria. Proponents are reminded that the proposal is the main document used in the evaluation and to include all required and pertinent information in their proposal. Proposals not achieving a minimum of 75% of the total available technical points will no longer be considered.
- To assist in the evaluation of proposals, the Evaluation Committee may, but is not required to:
 - contact any or all of the client/customer contacts cited in a proposal to verify any and all information regarding a proponent and rely on and consider any relevant information obtained from such references in the evaluation of proposals;
 - conduct any background investigations that it considers necessary and consider any relevant information obtained from such investigations in the evaluation of proposals;
 - Seek clarification from a proponent only if certain information in their proposal is ambiguous or missing and

such clarification does not offer the proponent the opportunity to improve the competitive position of its proposal.

2. Cost Proposal Requirements

- a) The cost proposal shall be submitted at the same time as the technical proposal.
- b) The Cost Proposal shall include a single page, duly signed, stating the proponent's firm fixed total price for this service as outlined in the Request for Proposal.
- c) Competitiveness in cost, to include both professional fees and related expenses.
- d) Pricing summary shall include a detailed cost breakdown for all aspects of the recruiting cycle including developing position description, advertising, interviewing, background checks, final report of recommended candidates, estimated travel cost, meeting room costs, administration and any other aspect deemed to be an integral part of the recruitment process. The Plan is not exempt from Harmonized Sales Tax. Applicable taxes are to be bid as extra to the prices quoted.

3. Evaluation of the Cost Proposal

The proposal with the lowest cost shall receive the maximum points allocated for cost in the Evaluation Scoresheet. All other proposals will be prorated using the lowest cost bid and the following formula:

Max Available Pts. – [Max Available Pts. X (total cost – lowest total cost) / lowest total cost]

Note: If the result is a negative number, the score assigned will be 0

Example: Two technically compliant bids are received and the maximum available points for cost equal 30:

Bid 1: \$100,000

Bid 2: \$130,000

Bid 1 being the lowest, would achieve a score of 30 points

Bid 2 would achieve a score of 21 points, calculated as follows:

$30 - [30 \times (\$130,000 - \$100,000) / \$100,000] = 21$

4. Award of Contract

- a) The Committee reserves the right to modify the terms, or cancel, or reissue the RFP at any time at its sole discretion.
- b) The RFP should not be construed as an offer or a contract to purchase goods or services. Although proposals will be assessed in light of the evaluation criteria, the Committee is not bound to accept the lowest priced or highest scoring proposal or any proposal. The Committee reserves the right to reject any or all proposals and to award the contract in its entirety, or in part, whichever, in its opinion, best serves the interests of the HRM Pension Plan.
- c) Subsequent to the submissions of proposals, interviews may be

conducted with some of the proponents, but there will be no obligation to receive further information, whether written or oral, from any proponent.

- d) The Committee will not be obligated in any manner to any proponent until a written contract has been duly executed. Any damages arising out of a breach by the Committee, including damages for any implied duty at law, are limited to the lesser of the proponent's actual costs of preparing their proposal and \$1,000. Neither acceptance of a proposal, nor execution of a contract, will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any statute, regulation or by-law.

Terms and Conditions

1. Inquiries:

All questions related to this request are to be directed to:

R. Scott MacDonald
macdons@halifax.ca

2. INDEMNIFICATION:

The successful audit firm agrees to indemnify and save harmless the HRM Pension Plan Office and Committee from and against all claims, actions, losses, expenses, costs, or damages of every nature and kind whosoever may occur through the performance of this assignment.

3. DISCLAIMER:

At no time will the Halifax Regional Municipality, as Plan Sponsor, participate in the evaluation, recommendation or award of this RFP process.

4. FORMALITY CLAUSE:

In order for the HRM Pension Plan Office and Committee to consider any Proposal, the covering letter must contain the original signature of the individual or representative of the firm who is authorized to act on behalf of the firm.

The covering letter must be on official firm letterhead, be dated and be addressed to the attention of the HRM Pension Plan Office's representative specified in the request for proposal document. Additionally, it must make reference to the request for proposal, as well as the fact that the enclosed documents constitute a formal offer.

Failure to include the required covering letter as a preface with your response will be grounds for immediate rejection on the basis that it is not formal.

Submission:

The respondent shall scan and email a copy of the Proposal and supporting information no later than October 6, 2017, clearly indicating the firm's name and address and marked:

RFP: Executive Search Services – Halifax Regional Municipality Pension Plan

Response Opening Procedure:

Proposals will be reviewed by HRM Pension Plan Committee Executive Search Subcommittee following the closing time for receipt of the bids.

The Subcommittee will decide if it is necessary to short list the Proposals. If so, short-listed candidates will be contacted to clarify points made in the submitted RFP. A meeting may be required with each short-listed respondent.

Award of this Proposal will be decided by the Halifax Regional Municipality Pension Plan Pension Committee upon recommendation by the Subcommittee.

APPENDIX A
EVALUATION CRITERIA/SCORESHEET

Criteria	Score
<ul style="list-style-type: none"> • Extent and quality of experience in conducting executive searches for positions that have a direct or indirect reporting function to a Pension Plan Committee or similar governing body and other government or public sector experience • Depth of experience of the team lead 	25
<ul style="list-style-type: none"> • Extent and quality of experience in conducting a search for similar-type of position for senior levels of similar sized complex organizations • Extend and quality of experience with local, regional or national recruitments 	25
<ul style="list-style-type: none"> • Reference checks from (4) four clients in which searches were performed for a position that has a direct or indirect reporting function to a Pension Plan Committee or similar governing body. • Candidate turnover rate based on retention by employer 	20
<ul style="list-style-type: none"> • Availability: The initial meetings with key stakeholders are in October 2017. 	10
Subtotal (Business/Technical Proposal)	80
Cost	20
	100