



Request For Services and Statement of Work (RFS/SOW)

A. Submission Information

Master Agreement Number: OSS-077609
Submission Date: March 27, 2015
Submission Time:

B.1 Request for Recruitment Services

Agency Contact Information:	Submit all documents in Word format by email to:
First Name: [REDACTED]	Last Name: [REDACTED]
Phone Number: [REDACTED]	Email: [REDACTED]
Agency Name: Legal Aid Ontario	Branch: Provincial Head Office
Floor No., Unit No., Street No.: Suite 200	Street Name: 40 Dundas Street West
City: Toronto	Province, Postal Code: Ontario M5G 2H1

B.2 Invitation

This Request for Services ("RFS") is issued by Legal Aid Ontario (the "Agency") under Vendor of Record Arrangement, Master Agreement OSS-077609 and is an invitation to selected suppliers ("Suppliers") to potentially provide Recruitment Services. Suppliers are requested to make submissions for the specifics described throughout the document, respond where indicated, and submit submissions by email as indicated in section B.1 **NO LATER THAN 3 P.M. ON MARCH 27, 2015. The Agency reserves the right to reject submissions that arrive after this deadline date and time. The Agency may, in its total discretion, request that one or more Suppliers meet with Agency representatives to explain and/or clarify the Supplier's submission before the Agency chooses a preferred Supplier with which LAO will attempt to negotiate a Statement of Work.**

The Agency expressly disclaims any intention to enter into a formal competitive process and expressly disclaims any obligation to any Supplier or the creation of a legal relationship prior to the execution of the Statement of Work (section D below).

This RFS and any Supplier submissions do not constitute a commitment by the Agency to procure the goods or services described herein or the commitment of any Supplier to supply the goods or services described herein. The Agency shall not be liable for any expenses incurred, including the expenses associated with the cost of preparing responses to this RFS by any Supplier. The Agency reserves the right to select one or more Suppliers for this assignment. The Agency makes no guarantee of the value or volume of work to be assigned to the successful Supplier. The Statement of Work (section D) executed with the preferred Supplier will not be an exclusive contract for the provision of the Deliverables. The Agency may contract with others for the same or similar Deliverables to those described in this RFS or may obtain the same or similar Deliverables internally.

All inquiries regarding this RFS should be directed in writing to the Agency Contact (see B.1).

Each Supplier who responds to an RFS valued at \$25,000 or more may request a debriefing within 60 days of the award of the Statement of Work. Suppliers who provide "no bid" responses are not entitled to a debriefing.

B.3 Service Location (as per paragraph B.1)

Agency Name:	Branch:
Floor No., Unit No, Street No.:	Street Name:
City:	Province, Postal Code:
Email Address:	
Contact Name (if different than B.1):	Contact Phone (If different than B.1):

B.4 Background

Legal Aid Ontario is a corporation without share capital established under the *Legal Aid Services Act* and is responsible for the administration of all aspects of the legal aid system in Ontario. It has a total annual budget of approximately \$400M and approximately 1,000 full time employees. In addition to direct service provision, Legal Aid Ontario funds services provided by members of the private bar (under a certificate system) and 75 independent community legal clinics. Legal Aid Ontario receives most of its funding from the Province of Ontario, together with lesser amounts from the Government of Canada and the Law Foundation of Ontario. It has a complex set of relationships with its stakeholders, which include the public, the provincial government including particularly the Ministry of the Attorney General, the Law Society of Upper Canada, community legal clinics, members of the private bar and various professional organizations representing the interests of members of the private bar. The current Chief Executive Officer, Robert W. Ward, has announced his intention to retire effective December 31, 2015. The Board of Directors of Legal Aid Ontario has established a search committee which wishes to retain the services of a recruitment firm for purposes of conducting a search for Mr. Ward's successor.

Each Supplier is requested to provide a concise and comprehensive submission by completing paragraph B.5 stipulating the services it proposes to provide in each category, the identities and backgrounds of the individuals providing those services and all associated costs, including all taxes where applicable.

PLEASE NOTE THAT THE AGENCY IS NOT OBLIGED TO CONTRACT FOR ALL SERVICES OUTLINED IN THE DELIVERABLE REQUIREMENTS BUT WILL FINALIZE THE REQUIRED DELIVERABLES IN THE STATEMENT OF WORK AGREEMENT.



B.5 Deliverable Requirements

B.5.1 Service Category: Recruitment Planning Services (Check box for service required)

Select	Role (check and fill in all that apply)	Rate Type	Total Charge/Per Role (number of days/hours x rate)
<input type="checkbox"/>	a) Project Leader/Senior Consultant	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	b) Staffing and Recruitment Specialist	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	c) Administrative Associate/Assistant	Hourly Rate	
	Total Charge		

B.5.1.1 Description of Work Requirements - Related to Service Category - Recruitment Planning Services.

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B.5.2 Service Category: Job Analysis and Preparation of Job Documentation (check box for service required)

Select	Role (check and fill in all that apply)	Rate Type	Total Charge/Per Role (number of days/hours x rate)
<input type="checkbox"/>	a) Project Leader/Senior Consultant	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	b) Staffing and Recruitment Specialist	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	c) Administrative Associate/Assistant	Hourly Rate	
	TOTAL CHARGE		



B.5.2.1 Description of Work Requirements – related to Service Category – Job Analysis and Preparation of Job Documentation.

B.5.3 Service Category: Candidate Screening Services

Select	Role (check and fill in all that apply)	Rate Type	Total Charge/Per Role (number of days/hours x rate)
<input type="checkbox"/>	a) Project Leader/Senior Consultant	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	b) Staffing and Recruitment Specialist	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	c) Administrative Associate/Assistant	Hourly Rate	
	Total Charge		

B.5.3.1 Description of Work Requirements Related to Service Category – Candidate Screening Services

B.5.4 Servicer Category: Assessing and Selecting Candidates

Hourly Rate	Number of Hours	Total Charge

B.5.4.1 Description of Work Requirements Related to Service Category – Assessing and Selecting Candidates

B.5.5 Service Category: Entry/Exit Interviewing Services

Select	Role (check and fill in all that apply)	Rate Type	Total Charge/Per Role (number of days/hours x rate)
<input type="checkbox"/>	a) Project Leader/Senior Consultant	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	b) Staffing and Recruitment Specialist	Per Diem Rate 7.25 hour Day	
<input type="checkbox"/>	c) Administrative Associate/Assistant	Hourly Rate	
	Total Charge		

B.5.5.1 Description of Work Requirements Related to Service Category – Entry/Exit Interviewing Services

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B.5.6 Service Category: Executive/Talent Search Services (Choose Option A or B)

A	Position - Role	Per Diem Rate 7.25 Hrs/Day	Total Charges/Per Role (number of days/hours x rate)
<input type="checkbox"/>	<i>President/DM</i> Senior Executive Recruiter Executive Search Recruiter Research Associate		
B	Position - Role	Flat Fee Rate	Flat Fee Rate
<input checked="" type="checkbox"/>	President/DM	\$48,000 (+\$6240 HST)	\$48,000 (+\$6240 HST)

B.5.6.1 Description of Work Requirements Related to Service Category – Executive/Talent Search Services

Our Knowledge of Legal Aid Ontario

Legal Aid Ontario (LAO) plays a crucial role in promoting access to justice throughout Ontario for low-income individuals and disadvantaged communities. As the organization responsible for administering the province's legal aid program, delivering exceptional service and exemplifying excellence in all of its activities has to be the ongoing standard for LAO. Nowhere is this commitment to excellence more important than in the calibre of its staff, from the leadership of the organization, to those delivering service on the front line. The challenges facing LAO's next Chief Executive Officer are many: delivering on strategic objectives which include a reformed refugee service delivery model and a more innovative approach to the delivery of poverty law services, providing leadership and a voice for LAO in the larger justice system; ensuring a wise, effective use of resources; and maintaining/enhancing a client centric approach throughout the organization. We believe that with an experienced team supported by national resources we are well positioned to partner with the Succession Planning Committee on this crucial appointment for Ontario's justice system. We have worked with clients across Canada in the search for talented executives to lead public institutions, as well as major provincial and national non-profit organizations. Of note for the Province of Ontario, we have successfully completed assignments for the Deputy Attorney General, Chief Coroner, Deputy Minister of Health & Long Term Care and the Deputy Minister of Intergovernmental Affairs. These assignments, and indeed many others, have given us a real insight into the demands of leading an organization with significant operational responsibilities within an important and changing policy framework. Above all, we have come to appreciate the leadership qualities required for success in these demanding roles.

Our Proposed Methodology

Below is a brief overview of the services we provide when retained to carry out an executive search:

Phase 1 - Consultation: Starting with a review of documents – strategic/business plan, job description - we will engage members of the Committee and, if appropriate, the Board, and the Ministry in a dialogue regarding priorities and challenges facing LAO. This enables us to build a meaningful candidate profile; it further provides input for briefing materials to be shared with candidates.

Phase 2 - Search for Candidates: For a position of this level, advertising in both print and online media will be required. The thrust of our search strategy will be personal contact/outreach supported by research and in identifying individuals/organizations where individuals are likely to have gained appropriate experience (significant public sector organizations with multi-stakeholders across Canada will be our starting point). Our search for the Deputy Attorney General means there will be plenty of applicable sources within our database.

Phase 3 - Evaluation: Once potential candidates are identified, we will take them through a careful screening process to ensure they understand the demands of the role and that they have both the experience and leadership required for success. The most appropriate will be presented to the Committee and we will provide support/guidance for the short list interviews. Finalist candidates will be subject to extensive referencing and invited to make a formal presentation to the Committee or, at your discretion, the Board. We will assist with the presentation of a contract and facilitating any discussion around that contract.

Project Team

Two senior members of our Public Sector Practice will constitute the team. Tanya Todorovic, Partner, will lead the assignment, supported by Paul Stanley, Managing Partner. Tanya has a Master's degree in Judicial Administration and spent her early career with the Ministry of the Attorney General; she was later Head of Human Resources with two leading professional services firms. Tanya has led many assignments for leaders of public institutions. She is currently the lead on the assignment for Toronto's Chief of Police. Paul founded and has led the Odgers' Public Sector Practice over the past twenty years. With a Master's degree in organizational psychology and a lifetime member of the Society of Certified Management Consultants, Paul was a founding partner of ARA Consulting Group, one of Canada's most respected public policy consulting firms. Paul has been the lead on assignments for some of the most important public appointments in Canada.

Fees

We are familiar with and abide by the Province's guidelines regarding expenses. For budget purposes, we have provided an estimate of acceptable expenses below:

- Advertising: \$10,000
- Background Checks: \$150
- Travel: \$3000
- Other eligible expenses: Not to exceed \$1000

All expenses will be billed at our cost without a mark-up, and any significant expense items such as advertising or out of town travel are cleared with you in advance.

B.6 Additional Expenses Related to Travel etc.

Please note that in accordance with the provincial Management Board Travel, Meals and Hospitality Expenses Directive, there is no reimbursement for any hospitality, incidental or food expenses.

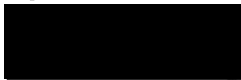
B.7 Payment

Note that payment for this assignment will be made by the Agency at the rates negotiated with the preferred Supplier, provided that all Deliverables are satisfactory to the Agency. The Agency may hold back payment or set off against payment if, in the opinion of the Agency acting reasonably, the Supplier has failed to comply with any requirements of this RFS, the Master Agreement, or the agreed Statement of Work.

C. Supplier Confirmation

The Supplier confirms that:

- the information and documentation it is providing is, to the best of its knowledge, complete and accurate;
- it will provide valid certificates of insurance for Commercial Liability Insurance in the amount of \$2,000,000 and Errors and Omissions Insurance in the amount of \$2,000,000 upon the signing of a Statement of Work; and
- its submission represents an all inclusive figure for the cost of the Deliverables including, but not limited to, (a) all applicable taxes and duties; and (b) all delivery, insurance and any other overhead or other costs that may be incurred in the provision of the Deliverables.

Supplier Legal Business Name: Odgers Berndtson Canada Inc.	
Authorizer First Name: Paul	Last Name: Stanley
Title: Managing Partner	Check to confirm that this person is authorized to submit proposal: <input checked="" type="checkbox"/>
Signature: 	Date: March 27, 2015

D. Statement of Work (to be completed when a successful Supplier is selected to provide service)

D.1. Term of Statement of Work

This Statement of Work shall expire at the end of the Term. The Agency shall have the option to extend this Statement of Work for one further period of up to one (1) year, such extension to be upon


the same terms (including Rates in effect at the time of extension), conditions and covenants contained in this Statement of Work, excepting the option to renew. The option shall be exercisable by the Agency upon fifteen (15) calendar days prior written notice to the Supplier, setting forth the precise duration of the extension.

D.2 Deliverables, Rates and Payment Process

The Supplier agrees to provide the Deliverables to the Client Agency in accordance with the terms and conditions of the Master Agreement and as more particularly specified in the related Request for Service (Section B) to this Statement of Work. Subject to the Master Agreement, which established the maximum pricing for establishing Rates under a Statement of Work, unless the Rate is increased by the introduction of the Harmonized Sales Tax (HST). Contract language in existing VOR Master Agreements requires the Supplier to pay all applicable taxes, which includes HST. For VOR arrangements where HST becomes applicable, the Supplier will be permitted to increase the Rate to reflect the exact increase created by the HST. The new Rate will be inclusive of all taxes, with taxes itemized separately on the invoice. The Rates for the provision of the Deliverables shall be as specified in Request for Service, B.5. The Supplier shall invoice the Agency for the Deliverables provided under this Statement of Work in accordance with the terms set out in the Master Agreement.

IN WITNESS WHEREOF the parties hereto have executed this Statement of Work effective as of the later of the two execution dates set out below.

LEGAL AID ONTARIO:

Signature: 	
Authorized First Name: John D.	Last Name: McCamus
Title: Board Chair	Date:(YYYY/MM/DD): 2015/04/22
And the Supplier referenced in section C Supplier Confirmation as attached to this agreement: <input type="checkbox"/>	
Signature – Check to confirm that this person is authorized representative: <input checked="" type="checkbox"/>	
Authorizer First Name:	Last Name:
Title:	Date:(YYYY/MM/DD):