



College of Pharmacists
of British Columbia

**Board Resolution Minutes
Sent via email June 8, 2021**

The following resolution of the Board of the College of Pharmacists of British Columbia is valid and binding as per section 13(12) of the *Health Professions Act-Bylaws*, and has been signed by the following Board members:

Claire Ishoy, Chair & District 7 Board Member
Steven Hopp, Vice-Chair & District 4 Board Member
Alex Dar Santos, District 1 Board Member
Christine Antler, District 2 Board Member
Andrea Silver, District 3 Board Member
Michael Ortynsky, District 5 Board Member
Anca Cvaci, District 6 Board Member
Bal Dhillon, District 8 Board Member
Tracey Hagkull, Government Appointee
Anne Peterson, Government Appointee
Katie Skelton, Government Appointee
Justin Thind, Government Appointee

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

Appendix	
1	Signed Board Resolution
2	Board Resolution Briefing Note

Resolution of the Board of the College of Pharmacists of British Columbia made in accordance with section 13(12) of the *Health Professions Act* – Bylaws.

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.



Claire Ishoy, Chair, District 7

June 12, 2021

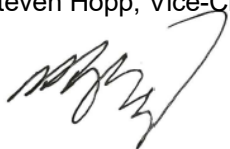
Date



Steven Hopp, Vice-Chair, District 2

June 9, 2021

Date



Alex Dar Santos, District 1

June 11, 2021

Date



Christine Antler, Chair, District 2

June 13, 2021

Date



Andrea Silver, District 3

June 14, 2021

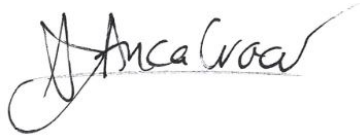
Date



Michael Ortynsky, District 5

June 8, 2021

Date



Anca Cvaci, Vice-Chair, District 6

June 10, 2021

Date



Bal Dhillon, District 8

June 8, 2021

Date



Tracey Hagkull, Government Appointee

June 9, 2021

Date



Anne Peterson, Government Appointee

June 14, 2021

Date



Katie Skelton, Government Appointee

June 14, 2021

Date



Justin Thind, Government Appointee

June 8, 2021

Date



College of Pharmacists
of British Columbia

BOARD RESOLUTION

June 8, 2021

Registrar/CEO Search Committee: Appointment of an Executive Search Firm for the Registrar/CEO Search

DECISION REQUIRED

Recommended Board Motion:

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

Purpose

To approve the engagement of an Executive Search firm to work with the Registrar Search Committee in the identification of a suitable candidate for the position of Registrar/ Chief Executive Officer.

Background

Registrar Nakagawa advised the Board of his intention to retire in the Fall of 2021. Bob has been the Registrar/ CEO since April of 2012. He has overseen significant changes in the College since that time. The identification of a suitable candidate for this position is a significant undertaking. An Executive Search firm is needed to provide expertise and guidance in the process.

Discussion

The terms of reference are attached (Appendix 1). The search committee consists of:

- Claire Ishoy (Chair)
- Andrea Silver (Vice Chair)
- Justin Thind
- Katie Skelton
- Steven Hopp

Bob Nakagawa will serve as the staff resource until the Search firm is engaged.

The selection process for an Executive Search firm consisted of:

1. An invitation to 4 Search firms to submit proposals (Appendix 2);
2. An independent review and scoring by each committee member of each proposal, using a structured approach with defined evaluation parameters (Appendix 3);
3. A meeting of the Search Committee to discuss and evaluate each proposal and their individual evaluations (Appendix 4);
4. Thoughtful deliberation and discussion of the merits and deficiencies of the proposals;
5. A review of references for the selected firm as well as the backup firm (see Appendix 5 for questions.)
6. A recommendation for the Board's consideration.

A summary of the scores is provided (Appendix 6).

Recommendation

The committee recommends Odgers Berndtson (proposal in Appendix 7) to the board as the Executive Search firm for the Registrar/ CEO, pending a reference check by the Committee Chair.

Guiding Questions for the Board

When reviewing the proposed amendments, the Board is asked to consider:

- Did the committee apply a fair and competitive process to the determination of an Executive Search firm?
- Is the recommendation based on the results of a structured evaluation?
- Is there sufficient documentation to support the recommendation?

Appendix	
1	Registrar Search Committee Terms of Reference
2	Letter to Potential Search Firms
3	Evaluation Guidelines and Scoring Sheet
4	May 26, 2021 Registrar Search Committee Meeting Minutes
5	Reference Questions
6	Summary of Evaluations
7	Submission by Odgers Berndtson
8	Board Resolution Signature Page



Registrar/ Chief Executive Officer Search Committee

Background

A search committee is required to oversee and conduct a search for a Registrar/ Chief Executive Officer.

Authority

Health Professions Act (HPA) – Section 21 (1).

Mandate

To oversee and conduct a search for a Registrar/ CEO and recommend a short list of candidates for consideration of the Board.

Responsibilities

The Committee will work closely with an executive search firm to develop a series of recommendations for consideration by the Board. The committee will be responsible for guiding the search process, as well as developing material to be used. The committee will develop an ideal candidate profile, and identify candidates for consideration through a thorough review of documents, interviews and reference checks.

The committee will recommend to the Board:

1. an executive search firm to assist in the search and selection process;
2. the scope of the selection process i.e. provincial or national;
3. the selection process and timeline;
4. a short list of no more than 3 candidates for consideration;
5. other duties as required.

Reporting relationship

The committee reports to the Board.

Membership

- Board Chair
- Board Vice Chair
- 2 public Board members
- 1 Board member at large

Term of appointment

This committee will be in place until a new Registrar/ CEO is hired.

Committee officers

The Chair and Vice Chair will be appointed by the Board from the members of the committee

Voting

While the committee operates by consensus, if a vote is required, each committee member is entitled to one vote.

Meeting procedures

<i>Schedule:</i>	At the call of the Chair.
<i>Format:</i>	In person, by teleconference or by videoconference.
<i>Agenda:</i>	Circulated in advance of the meetings.
<i>Attendees:</i>	Committee members, and invited guests
<i>Quorum:</i>	A simple majority of the committee.
<i>Minutes:</i>	Drafted by the secretariat for review and approval at next committee meeting; filed at the College office.
<i>Secretariat Support:</i>	TBA

Confidentiality

Each committee member must sign a confidentiality agreement indicating their agreement to maintain the confidentiality, security and integrity of all materials during and after their term on the committee.

Remuneration

Committee members may claim honoraria and expense reimbursement in accordance with the Board's policy and guidelines for claiming committee expenses.

Registrar/ Chief Executive Officer Search 2021

Introduction

The College of Pharmacists of British Columbia (“The College”) is seeking proposals to conduct professional services to assist in their search for the selection of a Registrar & CEO.

Proposals may be submitted via email in PDF format to Bob.Nakagawa@bcpharmacists.org

Subject line must be planning marked, “Proposal – Executive Search Firm Services”.

Proposals will be accepted until 4:00 p.m. PDT, on April 30, 2021.

The College reserves the right to reject any one or all proposals, or any part of any proposal, and to award a contract deemed by The College’s Registrar/ CEO Search Committee to be in the best interest of The College.

Overview

Founded in 1891, the College of Pharmacists of British Columbia is a vital link in the chain of trust that connects patients, pharmacists and pharmacy technicians, and as such, we are accountable to the public. Our job is to protect public health by licensing and regulating pharmacists and pharmacy technicians and the places where they practice. We are responsible for making sure every pharmacist and pharmacy technician in B.C. is fully qualified and able to provide the public with competent care.

The College receives its authority from and is responsible for administering provincial pharmacy legislation. The principle location is in Vancouver, B.C., however a number of employees work remotely, many travelling throughout the province in the course of their duties.

Our Vision

Better health through excellence in pharmacy.

Our Mission

The College regulates the pharmacy profession in the public interest. We set and enforce standards and promote best practices for the delivery of pharmacy care in British Columbia.

Our Values

- We are Professional and Ethical
- We Deliver Quality Service
- We Build Quality Relationships
- We Promote a Culture of Excellence

Further information about the College can be found at <https://www.bcpharmacists.org/>

Access to Information and Protection of Privacy

The successful firm will be required to sign a Confidentiality Agreement with the College of Pharmacists of British Columbia and must abide by the specific requirements of such agreement, in addition to complying with all applicable laws in relation to protection of privacy, information access, disclosure or use.

Scope and Objectives

The College is seeking a qualified firm to conduct a search to fill the executive position of Registrar & CEO.

The focus of the search will be within Canada or potentially beyond.

The successful firm will be expected to work closely with the search committee. Day to day contact will be with the Chair of the Search Committee.

A copy of the Registrar & CEO job description, the current Strategic Plan and the latest Annual report are attached.

The executive search firm should provide the following services as a minimum, but not be limited to:

- Working with the search committee, develop a candidate profile for the position based upon the existing job description.
- Identify potential contacts and conduct personal outreach recruiting, including posting the position across Canada or potentially beyond. With search committee approval, prepare and place advertisements for the position.
- Review resumes of each applicant, determining those who meet the minimum qualifications and follow up with screening interviews to clarify each applicant's experience.

- Prepare a written summary of up to 12 candidates (the long list) with the most promising qualifications. Ensure that the list of candidates is both diverse and inclusive, with a majority of candidates being women or BIPOC. Discuss with the search committee these candidate profiles and provide comments on each candidate as well as salary expectations, relocation needs, etc.
- Evaluate 4 to 6 candidates (the short list) for serious consideration by conducting in depth reference checks focussing on performance, achievements, management skills and personality factors. Ensure that the short list of candidates is both diverse and inclusive, with a majority of candidates being women or BIPOC.
- With the search committee input and approval, design and finalize the interview process and interview questions to bring out the personal characteristics, management style, technical skills and those qualities highlighted in the candidate profile. The search firm will act as a moderator and facilitator for these interviews, providing administrative support and professional guidance when necessary during the actual interviews.
- Debrief with the search committee after the interviews. Identify additional candidates if necessary.
- Verify the selected candidates' educational background, conduct criminal and financial background checks.
- Notify applicants who are not selected.
- Assist the search committee with compensation negotiations and drafting the employment contract.

Tentative Schedule

Below is the approximate schedule that is expected to be followed. However, this may be subject to change and is therefore presented primarily for guidance.

Activity	Date
Finalize committee membership	End of April
Select search firm	Mid May
Finalize ideal candidate profile	Mid June
Advertise and Recruit	July/August
Select and interview short list	September
Prioritized candidates to Board for approval	September 24
Decision and announcement	October
New Registrar/ CEO starts	November 1

Format and Content of Proposals

Please include the following information for consideration by the College as it pertains to the services you will provide:

- Executive summary
- Profile of firm
- Consultant's / project manager's qualifications
- Project understanding, proposed approach and methodology. Your proposal should include a description of how your approach will ensure:
 - Diversity and Inclusion in the process;
 - Staff input and involvement;
 - A competitive compensation package is offered.
- Project time schedule
- References from similar engagements. For each reference, include the name and contact information and a brief description of the engagement.

Fee Proposal

- The Fee Proposal should clearly indicate the services associated with the fees and reflect the full scope of services requested.
- The Fee Proposal will include all direct and related expenses.

Sample Contract

Please include a copy of the form of contract that you would normally use for clients of these services.

Guidelines for evaluating proposals:

- The team members must assess the information submitted by the proponents in relation to the requirements set out in the proposal document.
- Each proposal will be evaluated and scored individually by the evaluation team's members.
- Once completed the individual score assessments will be compiled and reviewed to identify significant variances. The team will review and discuss the significant variances (of 2 points or more) and amend as required. Overall scores will be updated to reflect the team's official score that will determine the ranking of the proponents.
- The team may request a presentation from proponents or conduct reference consultations.

Evaluation Protocol

The evaluator is to exercise due diligence in scoring the proposals. The basic tenet is that all decisions are made as fairly and objectively as possible and are seen to be fair and objective. It is the responsibility of the evaluator to evaluate a proposal without bias from past experience with any of the proponents. The process and decisions made must be able to be defended as unsuccessful proponents are permitted by law to have a debrief interview.

All scoring and decision documents must be retained as official College records by the Human Resources Department.

All proponents will be evaluated:

- Fairly according to the same criteria and process;
- That none will be given special advantage or benefit denied to the others;
- That all respondents will have an equal opportunity to be the successful proponent;
- That the evaluator must be independent and free from bias and conflict of interest, and;
- Must act objectively and consider only the information received via the process.

This means that scoring of the proposals must be based strictly on the proposal document and that no assumptions can be made that a proponent is better or worse than indicated.

Completing the Evaluation Score Assessment Form

- Score the proposal and any examples provided based on your assessment of the quality, clarity and relevance of the information provided and how well the proposal addresses or meets the requirements set out in the request for proposal document.
- Do not score based on comparisons between proposals. This compromises the fairness of the process. Each proposal is to be scored on its own merit in relation to the requirements set out and the evaluator must be consistent in the way the proposal is scored and in accordance with the established points ratings.
- Include comments in the appropriate section of the proposal evaluation form. A comment substantiating your score provides transparency for potential debriefs with unsuccessful proponents and will be valuable during the team's review of the scores and selection of the shortlist.

Scoring Assessment Guidelines

Your score should reflect your overall assessment of the quality, clarity and relevance of the information provided in relation to what is being asked.

When scoring the proposals, the information provided by the proponent should be assessed as follows:

- 0 = Unsatisfactory:** Not addressed or the proponent failed to meet the essential criteria of the requirement.
- 1 = Poor:** Minimum information is presented, and the proponent barely satisfies the criteria. Significant risk may exist and a major effort to develop a satisfactory performance level.
- 2 = Fair:** The proponent is able to satisfy the criteria but much further evidence and information is required to test and substantiate performance level or claims.
- 3 = Good:** The proponent has demonstrated that the criteria has been clearly satisfied, and that they understand the requirements through substantiated detailed explanation. Actual experience may be limited in some areas.
- 4 = Very Good:** The proponent has demonstrated that the criteria has been clearly satisfied, substantiated by experience in providing significant level of beneficial insight and knowledge in the proposed solution.
- 5 = Excellent:** The proponent has clearly demonstrated that it satisfies and exceeds the criteria by submitting a superior solution, substantiated with experience, knowledge, and references.

Confidentiality and Security of Proposals:

All proposals are *confidential* and may contain sensitive information. The evaluator must ensure that all proposals assigned to them are treated with the utmost confidentiality.

Registrar / Chief Executive Officer Search 2021

Proponent Evaluation Score Assessment

Proponent: _____

Evaluator: _____

Date: _____

Category Description	Score Available	Comments and Score assessed (Comments supporting score for each element assessed is required.)
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Respondent's Profile

Quality of the Executive Summary – level of relevant information providing an overview of the firm (with minimal “sales fluff”).	0 1 2 3 4 5	<p>Comment:</p> <p>Score: _____</p>
Profile of the firm – level of relevant information including history, number of employees, principal contacts, similar searches performed, etc.	0 1 2 3 4 5	<p>Comment:</p> <p>Score: _____</p>
Consultant's and / or project manager's qualifications – training, experience with the firm, experience with similar projects	0 1 2 3 4 5	<p>Comment:</p> <p>Score: _____</p>

Project Understanding and Proposed Approach:

Project understanding – level of relevant information indicating an understanding of the work required	0 1 2 3 4 5	<p>Comment:</p> <p>Score: _____</p>
Proposed approach and methodology – how clearly the proposed approach is outlined and how well does it match the expectations.	0 1 2 3 4 5	<p>Comment:</p> <p>Score: _____</p>

<p>Diversity and inclusion in the process – does the proposal clearly indicate how this will be satisfactorily addressed.</p>	<p>0 1 2 3 4 5</p>	<p>Comment:</p> <p>Score: _____</p>
<p>Staff input and involvement – does the proposal clearly indicate the proponent’s approach to meeting this requirement.</p>	<p>0 1 2 3 4 5</p>	<p>Comment:</p> <p>Score: _____</p>
<p>A competitive compensation package is offered – does the proposal clearly outline how the proponent would ensure that this is accomplished.</p>	<p>0 1 2 3 4 5</p>	<p>Comment:</p> <p>Score: _____</p>
<p>Project time schedule – does the proposal clearly outline the proponent’s anticipated timeline? Does their proposal meet the expectations outlined in the Request for proposal document?</p>	<p>0 1 2 3 4 5</p>	<p>Comment:</p> <p>Score: _____</p>
<p>References from similar engagements.</p> <p>Score based on level of Information Provided:</p> <ul style="list-style-type: none"> • No information (Proponent did not address) = 0 • Basic information limited to identifying the client, address, phone number = 3 • Includes basic plus brief information of services = 4 • Includes basic plus substantial information of service = 5 	<p>0 3 4 5</p>	<p>Comment:</p> <p>Score: _____</p>

Fee Proposal

Fee proposal clearly indicates the services associated with the fees and reflects the full scope of the services requested.	0 1 2 3 4 5	Comment: Score: _____
Fee proposal includes all direct and related expenses.	0 1 2 3 4 5	Comment: Score: _____

Sample Contract

Sample contract is included. The score is based upon the complexity of forming a satisfactory contract. i.e – 5 is there would be no exceptions or amendments required.	0 3 5	Comment: Score: _____
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Quality of Proposal

Overall, what is the level of quality and the level of information provided in the proposal.	0 1 2 3 4 5	Comment: Score: _____
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General Comments:

1. Comments regarding the ability of the proponent to meet the minimum expectations:
2. What do you see as being the strong points of this proposal?

3. What are your key concerns (if any) in selecting this proponent?

4. Please provide any other general comments that you deem relevant.

5. What is your overall rating of this Proposal? (Not acceptable / Good / Very Good / Excellent)

**Minutes
Registrar Search Committee
Videoconference**

Date: May 26, 2021
Time: 3:00pm – 5:00pm
Members present: Claire Ishoy (Chair), Steven Hopp, Andrea Silver, Katie Skelton, Justin Thind
College Staff Resource: Bob Nakagawa

1. Welcome and Call to order

The meeting was called to order at 3:07 pm

Chair Ishoy acknowledged and thanked the Sylix Okanagan people on whose unceded traditional territories she chaired the meeting from. With Board members meeting virtually in different locations across BC, Chair Ishoy also acknowledged that Indigenous Peoples are the traditional stewards of the lands and waters from which each member attended the meeting from.

2. Approval of the Agenda [DECISION]

The agenda was approved as circulated.

3. Selection of Vice-Chair [DECISION]

Andrea Silver was elected as Vice-Chair of the committee

4. Review and Discussion of Search Firm Proposals (attached)

The committee reviewed the proposals and evaluations of each of the search firm proponents.

5. Selection of Search Firm if ready, and Recommendation to the Board [DECISION]

It was agreed that the preferred proponent is Odgers Berndtson.

Chair Ishoy will conduct a reference check based on questions that she and Vice Chair Silver will develop.

Registrar Nakagawa will draft a briefing note for the board's consideration. References will be obtained before the briefing note is finalized.

6. Involvement of the Current Registrar/ CEO (secretary/ staff resource until search firm onboarded; CPBC office liaison etc)

It was agreed that Registrar Nakagawa will support the committee until a search firm is in place. Afterwards, he will be available to provide support on an as needed basis.

7. Other Business

none

8. Adjournment

The meeting was adjourned at 4:38 pm

Questions for Reference

1. What was your overall impression of the firms work?
2. Did the firm appear to understand the scope of the project including the political landscape as well as needs of the organization and key stakeholders? Did they follow your direction when developing a candidate profile or search strategy?
3. Was the search process well executed and done in a timely manner? Did you feel well supported by the firm throughout the search process?
4. Did the firm employ any strategies to ensure diversity and inclusion in their candidate search? Were they effective in finding a diverse range of candidates to review?
5. How did the firm assess the culture of the hiring organization and include staff input in their recruitment process? Were staff ultimately happy with the individual selected?
6. Did you engage in psychometric testing – why or why not? Did it add value to your decision?
 - a. Did you use LeaderFit – which suite did you use? Would you do anything differently next time?
7. Would you use them again? Is the person they found still employed by the organization? Was the person hired happy with the selection process? Was there value in the follow up with the follow up timeline?

Parameter	Odgers			
Quality of Executive Summary	21	22	21	11
Profile of the Firm	23	22	23	13
Consultant's qualifications etc	23	22	20	13
understanding of the work required	20	22	20	9
Proposed approach and methodology	21	23	22	13
Diversity and inclusion in the process	19	22	21	11
Staff input and involvement	15	20	17	6
Competitive compensation package	8	21	14	4
Project time schedule	21	22	22	0
References from similar engagements	18	22	22	10
Fee proposal clearly indicates the services and scope	21	23	22	13
All direct and related expenses included	20	21	20	13
Sample Contract	22	20	19	10
Overall quality of proposal	21	23	21	10
total score	273	305	284	136
overall impression	very good to good	excellent to good	excellent to not acceptable	not acceptable



Proposal for College of Pharmacists of British Columbia Registrar & Chief Executive Officer

30 April 2021



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CONTACT INFORMATION



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esther.mcgregor@odgersberndtson.com

Odgers Berndtson
Suite 1880, 1066 West Hastings St.
Vancouver, BC V6E 3X1
Canada

30 April 2021

Mr. Bob Nakagawa
Registrar and CEO, College of Pharmacists of BC
Submit via email to: Bob.Nakagawa@bcpharmacists.org

Re: Executive Search Services for Registrar & CEO

Dear Mr. Nakagawa,

We are pleased to present our credentials to the College of Pharmacists of British Columbia regarding the search for its next Registrar and CEO. To support you in this critical endeavor, we bring to this engagement the following qualities:

- In the last five years, our firm has led 200+ searches for regulatory organizations. With the resources and insight of Partners dedicated to supporting organizations within this sector, our project team is connected to an extensive network of contacts who may be of relevance to this engagement. In particular, we have led senior-level searches for organizations such as the College of Occupational Therapists of Ontario, the College of Speech & Hearing Health Professionals of BC, the Canadian Association of Medical Radiation Technologists and the Association of Professional Engineers and Geoscientists of Alberta. We understand the unique needs of a leadership role in your environment and have a track record in identifying high-quality executives of the calibre sought by the College. This understanding will be strengthened by consultations with your important stakeholders and a review of your key priorities – all this will allow us to present a compelling case when speaking with candidates about the opportunity.
- Our dedicated team will be serving you from our local BC office, based in Vancouver while being supported by the robust foundation and capabilities of a pan-Canadian company. The lead account manager, Esther McGregor, has led numerous CEO searches of relevance and is known for investing a great deal of time with each candidate on a search, ultimately leading to more appropriate selections.
- Our firm is committed to ensuring that we present a diverse slate of candidates for your consideration. We believe that diversity needs to start with the Search Committee. We can support the Board establish a Search Committee that represents the organization and its commitment to diversity and inclusion. We will work to understand what diversity and inclusion means to the College and develop a pool of candidates that reflects BC's cultural diversity and makeup. Our team lead, Esther McGregor, is a Woman of Colour who is personally passionate about ensuring that all search processes at Odgers Berndtson are fair, equitable, and inclusive. With the practices and approaches she has developed, Esther will ensure that *everyone* feels supported and valued throughout this process.

We are confident in our ability to present a qualified pool of candidates for a position of this scope and look forward to hearing from you.

Sincerely,



Esther McGregor (She/Her/Hers) | Partner – Public & Not-for-Profit Sector
604 676 4426 | 778 837 6780 | esther.mcgregor@odgersberndtson.com

Executive Summary

- **Our Commitment to Diversity and Inclusion:** At Odgers Berndtson, we work hard across the firm to ensure that our clients receive candidate lists that are representative of the diversity in our community. We believe that a diversity of lived experience and thought are crucial elements of a strong senior management team, and we are proud to help make this a reality for our clients.
- **Our Firm's Structure:** Our responsive, connected and dedicated College of Pharmacists of British Columbia team will be serving you from our local BC office while supported by our robust foundation and capabilities as a pan-Canadian company. Odgers Berndtson is the largest leadership services, executive search and talent consulting firm in Canada, offering services under three main verticals: Permanent executive search services, interim executive search, and leadership development services. These Practices function separately but can work in tandem when needed, offering our clients an in-depth and comprehensive approach to senior talent management in one firm.
- **Who We Are:** Established in 1990, Odgers Berndtson has a presence from coast to coast across five Canadian offices, further supported by 61 global offices in 30 countries across Europe, the Americas, Asia, and Africa. Within Canada, we operate as a national Practice-led organization, with a focus on industry and functional expertise, such as with our Public Sector Practice. As a result, we have assigned team members to this engagement that specialize in the sectors which most directly impact your organization, thus offering you the most useful network of executive level contacts relevant to the Registrar and CEO search on your behalf.
- **Our Approach:** Esther McGregor, Partner, Public Sector & Not-for-Profit, will lead and coordinate an end-to-end search process for the search of Registrar and CEO. She will largely follow the methodology outlined in our proposal, the process will be fully tailored according to your needs. She will support the Board in establishing a Search Committee that represents the organization and its commitment to diversity and inclusion. Deliverables will include a detailed work plan, advertising plan, and candidate brief; a unique long list of candidates and support in determining the short list; background checks, interviews, and reference reports on finalist candidates; leadership assessments (if required; additional fees may apply); support with the decision and offer; and onboarding assistance. Odgers Berndtson has the full complement of resources within our firm to complete all work for this engagement in-house.
- **Search Timing:** Our recruitments typically take 12 weeks to complete. We will always consult closely with our clients to define realistic timing expectations and will be flexible, depending on their needs. Investing the time upfront when conducting a search will garner a successful hire and efficient usage of time, money and resources. Our team will be responsive and proactive in the market, leveraging our existing network of municipal leaders to source qualified candidates quickly. As noted, our firm has led hundreds of executive searches in the Canadian the public sector, and in particular for Registrar and CEO roles. A key benefit of this experience is the network we have built within these organizations, including senior executives with connection to individuals who may well be appropriate for this opportunity.
- We offer **comprehensive in-house psychometric testing** using our proprietary LeaderFit™ assessment suite. Many clients express an interest in providing finalist candidates with a leadership assessment, which can help determine culture fit and identify strengths and potential gaps. We have provided more information about the benefits of our assessment services in the Appendices section of our proposal.
- We **guarantee** the College's satisfaction with any candidate hired for a full **15 months**. If a candidate leaves for performance reasons within that time, we will conduct the search again at no added professional fee.

Our Understanding of Your Needs

The College of Pharmacists of British Columbia (the College) works to protect public health by licensing and regulating the province's pharmacists and pharmacy technicians. Providing the public with safe and ethical pharmacy is a key priority for the College. The College is a fundamental component of the province's health care system and they work to better the community's health through excellence in pharmacy.

As the College of Pharmacists of British Columbia prepares to select a successor for Bob Nakagawa, who has been the Registrar since 2012, the organization has a chance to consider the opportunities and challenges that lie ahead and the implications for the next Registrar and CEO. At Odgers Berndtson, we have conducted many searches for individuals to replace longstanding leaders and appreciate the sensitivity of selecting a new Registrar and CEO for a role that was filled by the same leader for many years. We have developed processes to ensure that the organization's stakeholders are given the opportunity to contribute their expectations of the new Registrar and CEO. Our goal will be to bring forward qualified candidates who can effectively integrate into an organization's culture and community.

Assessing and registering members of the College is one of the most important tasks it performs, which is why the recruitment of its next Registrar is such a significant undertaking. The Registrar and CEO will work to ensure that the province's pharmacists are registered with the College and are meeting the highest professional and ethical standards in their practice and will oversee the College's overall performance. The new Registrar and Chief Executive Officer will be responsible for maintaining strong partnerships with the College's stakeholders and, therefore, must be a strong communicator with a keen ability to build and develop relationships with a variety of partners. A commitment to the highest standards of education, advocacy and professionalism will be essential in quality candidates, as the Registrar and CEO will be engaging with staff, members, Board members, government officials and industry partners. Candidates must possess operation experience, including financial oversight and human resources management, as the CEO will be developing the organization's budget and financial management plans as well as overseeing the day to day operations and performance of staff members.

Odgers has been conducting executive searches in the broader Canadian public sector for nearly 30 years. This experience gives us an informed understanding of national and provincial regulatory bodies and has allowed us to build an extensive network of contacts to whom we can turn as sources for candidates. Should we be selected to assist with this appointment, our team will conduct a thorough search, focusing on related professional regulators with a particular focus on the health colleges across Canada. We will look for candidates who have the competencies for such a significant role, but who also embody the values that the College: professionalism, quality, and excellence.

About Odgers Berndtson

Established in 1990, Odgers Berndtson provides global leadership services, executive search and talent consulting. It is **the largest integrated talent advisory professional services firm in Canada**, with a presence from coast to coast across five Canadian offices, supported by global colleagues in 30 countries throughout Europe, the Americas, Asia, and Africa.

Our Canadian offices operate based on sector Practices, offering a unique blend of industry and functional expertise. This structure allows us to provide clients with executive recruitment services from Partners and Consultants who specialize in the sectors and roles most relevant to the needs of our clients – such as with our Public Practice.

Our Public Sector Practice

Our Public Sector Practice has been the search organization behind many high-profile appointments in public administration, central and local government, culture, arts, sports, charity, and human services throughout Canada. Over the past five years, we have assisted with the appointment of leaders for some of Canada's most important public institutions. Today, approximately 40% of our assignments are for Public Sector clients, 10% for non-profit organizations, and the remaining for private sector clients. Likewise, our Academic practice specializes in senior-level recruitment for school boards, universities, colleges, research institutes, and independent schools.

Our recent Registrar experience is significant; we have been the firm behind similar appointments for organizations such as the College of Occupational Therapists of Ontario, the College of Speech & Hearing Health Professionals of BC and the Resource Productivity and Recovery Authority. This experience has resulted in a robust internal database, as well as a targeted network of candidates who we can rely on as sources or as candidates, and who have developed rapport and trust with our project team.

Our Differentiators

Some of the strengths and values of Odgers Berndtson, which we believe distinguish us from our competitors, include:

Diversity and Inclusion: Our firm has a proven track record in assessing leadership skills using culture-free and unbiased techniques, and we also partake in internal diversity training (e.g., *Unconscious Bias: From Awareness to Action*) to assess candidates. Esther McGregor has developed a **six-point plan** that she incorporates into all of her searches to ensure candidate diversity. Esther has also developed a sector specific women and BIPOC mentoring program, too. Esther has commenced a certificate in Diversity and Inclusion Training to further back her understanding. Our firm actively develops informal partnerships with organizations that can assist us in sourcing diverse candidates, and consistently follow best practices and reviews how we evaluate candidate qualifications, leading conversations about the terminology used in the advertisement and the candidate brief. We are proud to have met and exceeded diversity mandates for many organizations, including critical engagements for Emily Carr University of Art + Design, Grieg Seafood Aquaculture in Campbell River, Makeway Foundation, Metro Vancouver, and more. Internally, we take an



informal but concerted effort to identify and support diverse personnel. Over 50% of our leadership is female at Odgers Berndtson Canada, including two-thirds of our C-Suite (the Chief Operating Officer, Chief Information Officer, and Chief Marketing Officer). Many of our staff identify as LGBTQ2+ or as People of Colour, and Esther McGregor – our proposed lead – was, herself, born and raised in Hong Kong.



Candidate Care: We believe in the importance of the **candidate experience** in our projects, and commit to treating candidates with respect and transparency during a search process; we believe this commitment differentiates us from other leading search firms, based on feedback we have received. Our Candidate Charter – which we share with candidates in our Candidate Briefing document – lays out the terms of our commitment and provides an independent contact for those who have any concerns about how they have been treated. Treating our candidates well enables us to call them again for other projects, to seek their recommendations in the future, and also to know they will gladly recommend us to others.



Our in-house Leadership Practice: Our leadership team has developed a proprietary system, LeaderFit™, which can help assess culture fit and identify strengths and gaps in an individual's leadership. The heart of our assessment approach is the use of Hogan instruments, which we have integrated into our LeaderFit™ assessment method. Please see the appendices section for more information.



Confluence: We provide clients with a bilingual electronic file-sharing portal called Confluence that allows us to easily and securely share confidential documentation (such as candidate documentation, interview-related documents, etc.). Through this password-protected website, users from your organization (typically the Search Committee) can log in to view documents at anytime from anywhere, using desktop or laptop access. Amongst other benefits, this portal promotes confidentiality and an environmentally friendly approach.



National reach: We have offices in Vancouver, Calgary, Toronto, Ottawa, and Montreal. We share intelligence on individuals and institutions, and we rely on the networks of our colleagues to assist in the identification of outstanding leaders.



We do not use third party contractors: Our ability to control and manage the quality of our service by developing strong in-house expertise has given Odgers Berndtson an advantage in the marketplace. We take complete responsibility for the search – from inception to completion – with full use of the excellent resources to be found within our firm.

Our Ability to Conduct Search Assignments During the COVID-19 Pandemic

This is an unprecedented time for all of us. Despite the professional and personal challenges of navigating COVID-19, we are committed to supporting our clients with the same high level of service for which we are known. While the nature of the current environment is unpredictable, we understand that business must continue. We have the processes and technology in place to ensure that our team can support you from any location, have experience hosting virtual committee meetings and interviews, and have a track record of successfully placing candidates using both traditional processes and adjusted processes that reflect the restrictions imposed upon all of us by COVID-19.

Among the many advances that we have implemented in our technological infrastructure, a few years back we developed Odgers Berndtson's confidential client portal. This electronic file-sharing portal allows our team to provide confidential documentation, such as candidate applications and interview-related documents, through a password-protected website.

Designated users from your organization (typically, the Search Committee) can log in to view documents at any time using desktop, laptop, and even mobile access (an app is available for download).

We routinely develop best practice articles that our clients – and organizations more broadly – benefit from, including our Virtual Interview Guide. Several leaders within our firm have written articles that pertain specifically to successful recruitment during this challenging period, including [Can I really hire someone without meeting them in person?](#) and [We're close to making an offer – what should we be considering?](#)

Our Experience

Our firm has led hundreds of executive searches in the Canadian public sector. Rather than provide an exhaustive list, we have highlighted a select group of searches that we feel will resonate strongly with the Search Committee.

We would like to emphasize that a key benefit of the search experience we have listed is the network and connections we have built within these organizations, including high level executives and Board Members who are well connected with individuals who may be an ideal fit for the Registrar and CEO position.

The list below presents a select listing of our work over the **last several years** for roles and clients of relevance to your needs.

ORGANIZATION	ROLE
Association of Professional Engineers and Geoscientists of Alberta	Chief Regulatory Officer Registrar and Chief Executive Officer
BC Financial Services Authority	Chief Executive Officer
BC Nurses Union	Chief Executive Officer
Canadian Anesthesiologists' Society	Executive Director
Canadian Association of Medical Radiation Technologists	Chief Executive Officer
Canadian College of Health Leaders	President and Chief Executive Officer
Canadian Dermatology Association	Community Board Member
Canadian Medical Association	Chief Investment Officer – CMA Investco
Canadian Nurses Association	Chief Executive Officer
Canadian Physiotherapy Association	Chief Executive Officer
College of Occupational Therapists of Ontario	Deputy Registrar
College of Speech & Hearing Health Professionals of BC	Deputy Registrar
Industry Training Authority	Chief Operating Officer
Innovative Medicines Canada	Executive Director, Healthcare Innovation
Institute for Quality Management in Healthcare	Chief Administrative Officer Chief Executive Officer

ORGANIZATION	ROLE
Ontario Association of Certified Engineering Technicians and Technologists	Chief Executive Officer
Ontario Association of Veterinary Technicians	Executive Director & Registrar
Ontario College of Social Workers & Social Service	Deputy Registrar
Ontario College of Trades	Registrar/CEO
Ontario Medical Association	Chief Executive Officer
Ontario Veterinary Medical Association	Chief Executive Officer
Public Health Agency of Canada	Chief Public Health Officer
Resource Productivity and Recovery Authority	Chief Executive Officer Deputy Registrar Registrar

Additional Experience – Searches Completed in British Columbia

The list below emphasizes a select listing of C-level work over the **last 5 years** for clients based in British Columbia:

ORGANIZATION	ROLE
Absolute Software Corp.	Chief Financial Officer
BC Salmon Farmers Association	Executive Director
City of Fort St. John	Chief Administrative Officer
David Suzuki Foundation	Chief Executive Officer
E-Comm 9-1-1	President and Chief Executive Officer
Enchant Christmas Light Maze and Market	Chief Operating Officer
Hollyhock Leadership Institute	Chief Executive Officer
Industry Training Authority	Chief Operating Officer
Innovate BC	Chief Executive Officer
RentMoola	Chief Executive Officer
SkyHive	Chief Operating Officer

ORGANIZATION	ROLE
Syspro Software	President
Tides Canada Foundation	Chief Executive Officer
TRIUMF INNOVATIONS	Chief Financial Officer Chief Safety Officer
Vancouver Art Gallery	Director / Chief Executive Officer
Vancouver Public Library	Chief Librarian
Victoria Symphony Orchestra	Chief Executive Officer
Westcoast Sightseeing	Chief Financial Officer

Case Study: College of Speech and Hearing Health Professionals of British Columbia

The College of Speech and Hearing Health Professionals of BC (CSHBC) regulates three professions and approximately 1,800 registrants (audiologists, hearing instrument practitioners, and speech-language pathologists) in the public interest under the Health Professions Act and related regulations, as well as the bylaws, standards, and policies of the College.

In 2019, Odgers Berndtson was engaged by the College to lead the search for the organization's next **Deputy Registrar**. Reporting to the Registrar & CEO, the Deputy Registrar is responsible for providing administrative, operational, and policy support to the Registrar & CEO. The successful candidate would oversee the College's committee-led process for managing complaints and investigations, and fosters beneficial partnerships with committee members, internal and external legal counsel, and other colleges to assist the College in meeting its statutory mandate. Managing the legislative requirements of the College, the incumbent contributes to a team approach with a public protection focus, delivering efficient and effective policy, operational, and administrative services that align with and allow the College to meet its regulatory, strategic, and operational goals.

The new Deputy Registrar would be entering the health professional regulatory sector at the beginning of an exciting era of potentially significant reform – reforms that are needed to meet future requirements for the safety of patients and the protection of the public of British Columbia. Our team, led by Esther McGregor, was able to source qualified candidates for this opportunity even with the concerns of the inevitable creation of the new regulatory body – the College of Allied Health Care Professionals.

After an extensive evaluation process, our team successfully supported the Registrar in appointing Frances Naylor to the role of Deputy Registrar. Frances previously worked with the British Columbia College of Nursing Professionals as a Professional Conduct Review Consultant and was previously the Registration Manager / Deputy Registrar with the College of Registered Psychiatric Nurses of BC.

Our Project Team

Esther McGregor will lead this engagement on your behalf and will have overall responsibility for the management and successful outcome of the search. She will work with the Committee to ensure a clear understanding of the challenges facing the Registrar and Chief Executive Officer position and the experience, skills, and personal qualities required of potential candidates. Rounding out our project team will be a dedicated Consultant and **Michelle Poe**, a Project Coordinator, who will be responsible for providing administrative support to the Committee and to our team.



[Esther McGregor](#) | Partner, Vancouver

With 20 years of executive search experience, Esther specializes in the recruitment of executive and C-Suite leaders. She is experienced in partnering with municipal and public sector organizations to find outstanding leaders in Western Canada. Esther's areas of specialty include working with organizations that benefit the public, the environment, and the greater good. Clients recognize her for her stellar knowledge of diverse sectors, industries, and business lines.

Esther is passionate about ensuring that all search processes at Odgers Berndtson are fair, equitable, and inclusive. Since joining Odgers, she has created a six-point plan to ensure diversity and inclusion throughout each search. With Esther's help, our firm has been able to deliver candidate pools which include more racialized, Indigenous, and intersectional talent.

Esther's experience in the industry is unique in that she has worked with national, boutique, and global talent advisory firms, so she understands the candidate market approaches from various perspectives. Prior to joining Odgers Berndtson, she was an Associate Partner at a Vancouver-based boutique executive search firm and, before that, worked with a leading national executive search firm. Esther started her professional career as a Financial Services Manager for a Canadian national bank servicing retail and commercial clients.

Esther holds a Bachelor of Applied Arts in Information Management from Ryerson University. Her volunteer commitment includes supporting local entrepreneurs to build businesses that contribute to ethical trade, supportive farming, social, economic, and environmental sustainability. She is also an active volunteer at the Saint James Music Academy in the Downtown Eastside of Vancouver. Esther has developed a mentoring program for women and BIPOC engineers in local government. This program connects female and BIPOC engineers to senior engineering leaders in the municipal sector, intended to enhance the leadership capacity of under-represented groups in local government. In the long run, the program will create a broader, more diverse talent pool.



Search Methodology

Please note that we will customize the approach outlined below as we develop a more detailed understanding of your requirements. Decisions regarding the geographic scope of the search, advertising, and timelines are all decided based on our initial consultations with your Search Committee.

Defining Position and Candidate Requirements

Through consultations, discussions, and document review, we will prepare a Briefing Document. This document will relay background information about the College of Pharmacists of British Columbia, the responsibilities/priorities associated with the Registrar & CEO position, and the qualifications of the successful candidate.

Recommended Compensation for the Registrar and Chief Executive Officer

During initial discussions with the College's Search Committee, we will establish an appropriate compensation field that would be required for the role of Registrar and Chief Executive Officer. We believe that the role's current compensation range is set at \$177,000 to \$240,000. Given our recent experience in conducting searches for regulatory colleges nationally, the salary range for a position of this scope is broad and varies. Throughout the search, our team will be conducting market research and will update the Search Committee regularly regarding market feedback in relation to the salary required for a role of this scope. Based on this research and feedback, we will work with the Search Committee to set an appropriate compensation package.

Stakeholder Consultations

Stakeholder consultation is an important part of every search we undertake. It helps inform the Board of the perceptions of the organization, both internally and externally, and helps highlight the challenges and opportunities facing the incoming Registrar and CEO. It also helps to define and delineate the areas of core focus for the immediate future, which in turn can help form the basis for search criteria and performance measurement.

To provide an example of our typical approach, we will highlight the methods used in similar searches in the last few years where extensive stakeholder consultation was required because of the complexities of their stakeholder community and the tenure of the outgoing CEO. We took a two-pronged approach that included:

- Personal one-on-one interviews with the Board, Committee members, key external stakeholders, key community members and the senior management team.
- An online survey tool for internal and external stakeholders whose input would help define the leader required.

By surveying a large number of stakeholders and employees, we are able to provide an extensive analysis of the opportunities and challenges facing the organization and professions. This report also ensures that we had an accurate picture of the situation and that stakeholders were engaged with the process.



The resulting stakeholder report served to inform Board conversations and was offered to the finalist candidates to help them understand the complete context of the role. It also promoted transparency, inclusiveness, and openness in the process.

Working to Understand Your Culture

We have developed a unique partnership model with our clients. We strive to become a part of your organization – we will understand your greatest achievements and your biggest headaches. We will ask you the awkward questions and ask you to think differently about leadership and about what you need in your new Registrar and CEO. And then we will figure out, with you, how to solve those challenges, and we will keep doing so until we have it right. While other firms might ask, "what would you want this person to achieve for you in 3-5 years?", we take a different approach:

- What are the most problematic relationships this person might walk into?
- What is the one exact thing you would want to hear from the candidate when you asked them about their vision that would tell you they were the right person?
- What are the greatest threats or disruptors to your organization that the new Registrar and CEO will have to face head-on?
- What are the things you are most concerned the new CEO might do to the College of Pharmacists of British Columbia?
- What is the one biggest threat to your vision of the organization that you feel a new Registrar and CEO might accommodate or see as a good idea?

Breaking out of the standard way of thinking about leadership and vision ensures you and, by extension, we are focused on the critical skills and capabilities that will allow us to bring you candidates that truly meet your needs.

Sourcing Candidates

Our initial search strategy is based on our understanding that it is plausible to appoint a non-pharmacist into the Registrar and CEO role. With that in mind, we would start our recruiting within the province of British Columbia. Given the amalgamation of the allied health professionals as recommended by the Cayton Report, we would target the Registrars and Deputy Registrars as potential candidates at the other allied health colleges. Furthermore, we would pursue Registrars and Deputy Registrars of other professionals that include but not limited to the accounting, legal, social work, engineers etc., to name a few.

Upon our initial research, we have found potential gender balance within the Registrar and Deputy Registrar ranks in BC regulatory colleges. Based on this, we anticipate the potential of a gender-diverse pool of potential candidates for this opportunity. In terms of racial diversity, it is important to note that it may be more challenging to identify certain groups, such as Indigenous people, with the education and experience required for this role. While we often like to remind the Search Committee that skills can be taught and experience gained, it is important for the Committee to establish if there are any criteria or requirements they are not willing to compromise on.

A national and international search strategy adds a level of complexity in relocation and expenses, cost of living considerations (beyond just housing), immediate and extended family dynamics and compounding these factors is the



pandemic. Additionally, candidates from outside the province will have to quickly learn the British Columbia's Health Professions Act. However, our team is experienced in leading national and international search strategies and is equipped to support candidates throughout this process and mitigate challenges. Should we source candidates from across Canada, we will target other Colleges of Pharmacists, appealing to the Registrars and Deputy Registrars. We will also seek expert advice from these individuals, looking to them for referrals for possible candidates who may be a good fit for the role.

As part of our sourcing process, we pride ourselves on exceptional candidate care. Conscious that we are representing not just our brand, but yours as well, we treat all candidates with the utmost respect and consideration. This approach ensures that our calls are always welcome, and that all candidates remain trusted sources for talent inquires in the future. We work hard to maintain these relationships, which benefits everyone in the process.

Our initial recruiting strategy will build on the strategy we have used on past regulatory organization searches. It is important to note that our recruiting strategy is **flexible** and can be **tailored** and **adjusted** to source the best candidates possible. What appears below, in broad terms, is our preliminary plan for identifying and sourcing candidates for this engagement:



Market Analysis

Having a national Practice dedicated to the public sector provides us with significant industry experience and an extended network of contacts regarding organizations and individuals of interest. We are constantly gathering information pertaining to local, regional, and national market trends, including inquiries on salary surveys, diversity, job satisfaction, and turnover. Throughout the process, your designated Search Committee will be briefed on market trends and analysis most relevant to the role and the broader candidate market.



Targeted Sourcing and Headhunting

We have an extensive network of relevant contacts to whom we can turn for suggestions of potential candidates and, in some cases, who might well be candidates themselves. Our ability to connect with sources and candidates for opportunities at this level is strongly influenced by our longstanding relationships with prominent leaders across the Canadian public and private sectors.

Specifically, we will target individuals with experience in an organizational environment similar to that of the College of Pharmacists of British Columbia and will also explore the candidacy of rising leaders within these settings. However, our approach and target strategy will not be rigid and will largely be influenced by stakeholder consultations. We will also extensively network internally within our firm, relying on the national networks of our colleagues to expand the pool of candidates.





Database Mining and Research

We maintain a sophisticated database that keeps track of key individuals, sectoral issues and market trends. Our Canadian database alone currently holds over 600,000 records (organizations and people) and is one of the most extensive in our industry. At the launch of every search, we leverage our existing network of professionals, identifying an extended list of individuals who can potentially be target candidates or sources for the opportunity. During this process, we also conduct fresh candidate research, significant online research and access other databases of relevance as needed.



Internal Candidates

We will meet with each internal candidate who has expressed an interest in the role to assess their skills and fit. We follow the same assessment process for both internal and external candidates and take care to support internal candidates in navigating what can sometimes be a challenging process. Our goal is to ensure that internal candidates feel that the process has been fair and equitable, and that they are valued by the organization – whether or not they are the successful candidate. Our professional treatment of internal candidates is frequently cited as one of our key differentiators by our clients and by the candidates themselves.



Advertising

We will develop, in tandem with your search stakeholders, an appropriate online advertising strategy that ensures a process that is open and transparent within the target community. Our firm will coordinate and upload, at no cost, the final advertisement to our company's website.



Attracting Diverse Candidates

To attract more diverse candidates for this mandate, we will rely on our firm's initiatives to incorporate equity principles that better serve our clients and candidates. These approaches may include utilizing our internal database to find self-identified members of underrepresented groups, leveraging the network of relationships we have built within community, professional, and private organizations, and using the information and research gained from previous searches with diversity and equity mandates. Our staff is also trained in incorporating unbiased interviewing techniques within the search process.

We have outlined in detail our approach to ensuring diversity and inclusion within the search process further in our proposal.



Prospect Sourcing / Applicant Screening

To determine the relevance of experience and “fit” with your organizational vision and culture, our team will conduct an in-depth interview with individuals who match the qualifications and competencies required to be successful in the role.

Candidate Selection / Interview Preparation

Following the interviews conducted by our team, we will present our assessment of the most promising candidates and assist you in deciding on a short list for interviews. Regarding the interviews, we will work with you to ensure you have the tools to objectively record your impressions of candidates and their fit for the role.

This involves developing an interview guide which helps to ensure that the Committee has a good understanding of the candidates’ skills, experience and potential fit with the core competencies for the role. Our team will sit with you during the interviews, guiding you through each individual interview. We are committed to supporting you during this time no matter how long the process takes and will follow the same approach for each round of interviews.

By having our lead Partner involved in the interviews, they are able to observe each candidate throughout the process. They can provide the Search Committee with an unbiased observation of each candidate.

Working with the Committee to Select Finalists

Typically, our clients select two to three finalist candidates from among the short-listed interviewees. We will support you with the scheduling of these subsequent interviews and any related meetings and/or presentations. We will also provide you with assistance regarding the format of these meetings, including preparing a mix of skill-based and behavioural descriptive interview questions, and in the facilitation of the selection process.

Leadership Assessment (Optional; additional costs apply)

Many clients express an interest in providing finalist candidates with a leadership assessment, which can help determine culture fit and identify strengths and potential gaps. Our in-house Leadership Practice has developed a proprietary approach, LeaderFit™, that combines **psychometric testing and targeted assessment tools** to facilitate the final selection process.

The heart of our assessment approach is the use of Hogan instruments, which we have integrated into our LeaderFit™ assessment method. At the core of this method are three Hogan psychometric instruments, which provide highly reliable data about an individual’s personality, leadership strengths, development needs, motives and values. In addition, we can also fine tune the assessment results so that we target leadership and culture-specific requirements for your organization and/or role.



The candidate will complete a 90-minute assessment which allows our in-house psychologist to develop a personalized report which summarizes the individual's leadership strengths, potential gaps and development priorities. We can also include a customized section on role fit and onboarding recommendations when used for selection purposes. When several candidates are being assessed, we also provide a Comparative Analysis, and debrief the Committee using both individual reports and the comparative analysis.

We have **included one complimentary LeaderFit™ Benchmark Assessment** for the finalist candidate for the Registrar and Chief Executive Officer search. For more information about the benefits of our assessment services, please refer to the Appendices section.

Conducting References

We will undertake thorough and extensive reference and background checking on the leading candidate at the offer stage. We often use the findings of the Leadership Assessment to help inform our referencing process. We focus on questions that probe beyond the pat answers to really understand the individual's chances of success in the new role and environment. We will also ask for the referee's advice about how to get the best out of the candidate – and these answers can be very useful. As part of our standard background checks, which we contract to a professional third party, we verify credit, academic, criminal, and social media standing and history.

Reporting

We will provide you with status reports throughout the search process, typically on a bi-weekly basis. As the search process ends, we will provide you with a summary report detailing key stages of the recruitment process, as well as details and outcomes.

Decision and Offer

We see it as an important part of our contribution to facilitate the final decision-making process. We do our best to ensure that any concerns arising unexpectedly, in the final moments, are addressed appropriately.

Integration Support

Our service extends into the successful individual's first year in the role. While the Search Committee will be in the best position to help the new Registrar and CEO adapt to their position, we will assist in this process as much as we can.

We now have considerable experience in helping companies with Virtual Onboarding and will be pleased to share our learnings in this area. We run leadership webinars on a regular basis and will invite your new Registrar and CEO throughout the year (and beyond). On request, we will also be pleased to conduct a 360 Review on your new Registrar and CEO after six months in the role, free of charge.



Diversity & Inclusion

We have successfully concluded many searches with a diverse pool of candidates. Our firm's track record in ensuring diversity is evident when considering that, over the past five years, approximately 30% of our placements at the CEO level have been women, and 56% of our searches places in the last six months have had a racially diverse individual as the successful placement. It is important to note that unless candidates self-declare, we are not currently permitted to track or make assumptions about candidate diversity without their authorization (as per the Government of Canada); if we did so, we believe our ratio would be higher.

Odgers has also been actively involved in searches focused specifically on diversity and inclusion. Some examples include:

- **Canada Post Corporation:** Director, Accessibility Policy
- **Canadian Broadcasting Corporation:** Interim Chief Diversity Officer
- **Export Development Canada:** Interim Chief Diversity Officer
- **Grieg Seafood BC Ltd:** Director of Reconciliation and Indigenous Partnerships
- **Inspire:** Chief Operating Officer
- **McMaster University:** Vice Provost, Equity & Inclusion
- **Metrolinx:** Director, Inclusion & Engagement
- **Mitacs:** Account Manager, Indigenous Engagement
- **Nunavut Impact Review Board:** Executive Director
- **Ontario Association of Children's Aid Societies:** Director, Equity, Diversity and Inclusion
- **University of Guelph:** Assistant Vice President, Diversity and Inclusion
- **University of Guelph:** Assistant Vice President, Diversity & Human Rights
- **University of Toronto:** Director, Human Resources and Equity
- **Western University:** Inaugural Vice Provost & Associate Vice President, Indigenous Initiatives

Our firm has a proven track record in assessing leadership skills using culture-free and unbiased techniques, and we also conduct internal diversity training (e.g., *Unconscious Bias: From Awareness to Action*) to better assess candidates. We actively develop informal partnerships with organizations that can assist us in sourcing diverse candidates, and consistently follow best practices and review how we evaluate candidate qualifications, leading conversations about the terminology used in the advertisement and the candidate brief.

We have developed a "Six Point Plan" to follow throughout the search. This process starts with the client understanding what diversity hiring means to the College in terms of goals, target groups and desired outcomes and also confirming the support of the hiring manager and team members. It also includes the consideration of how diverse and inclusive the organization looks to potential candidates. From there, it is important to ensure that the pool of candidates reflects Canada's cultural diversity and makeup. A copy of this plan has been included in Appendix 2.

Broadly, in our efforts to identify and attract diverse candidates, we will:

- 1 Leverage the insights of our **global Diversity and Inclusion Practice**, which includes a dedicated Practice lead internationally;
- 2 Assess leadership skills in a culture-free and non-biased manner (e.g., through evaluation matrixes, psychometric leadership assessments, etc.); all our Partners and Consultants have participated in **unconscious bias training**;



- 3 Lead conversations with the Committee about the terminology used in advertisements and in the candidate brief, and **the lens through which we review candidate qualifications** to ensure gender and racial neutrality;
- 4 Rely on the **network of relationships** we have built within community, professional, and private organizations that are representative of the major cultural and ethnic groups within Canada;
- 5 **Identify and utilize media outlets** – online and print – that are targeted to different groups representative of the diversity of the Canadian community;
- 6 Search our internal database of executives to identify those that have **self-identified** as racialized, indigenous, disabled persons, women, or who belong to other identifiable groups;
- 7 Abide by (e.g., AODA policies) as it relates to compliant facilities and accommodations for clients’ **accessibility requirements** and candidates; and
- 8 Leverage the **insight we have gained through previous searches** where the successful candidate was required to be a member of a diverse group, or the organization emphasized inclusion in its mandate.

In addition to utilizing **LinkedIn algorithms** that identify self-identified minority candidates, we have developed a **library of organizations** through whom we promote opportunities that target diverse candidate pools. Some examples:

- Aboriginal Women's Business Entrepreneurship Network (AWBEN)
- Aboriginal Entrepreneurship Online Community
- Asia-Pacific Foundation of Canada
- Black Canadians Network
- BIPOC Executive Search Inc.
- Canada’s 100 Most Powerful Women
- Canadian Council for Aboriginal Business
- Canadian Gay & Lesbian Chamber of Commerce
- Canadian Aboriginal and Minority Supplier Council
- Canadian Association of Women Executives & Entrepreneurs (CAWEE)
- Canadian Council on rehabilitation and Work
- Canadian Women in Technology (CanWIT)
- Canadian Women's Foundation
- Diversity Advancement Network
- Diversity Canada
- ExeQutive
- Indigenous Professional Association of Canada
- Out and Equal
- Pride at Work Canada
- Professional Women's Network (PWN)
- WEConnect International in Canada
- Women in Biz Network
- Women in Communications and Technology
- Women in Leadership Foundation
- Women of Influence
- Women on Board
- Women's Executive Network (WXN)
- Women Presidents' Organization

Self-Declaration Survey

As part of our ongoing focus on attracting diverse candidates, we have developed a survey that allows candidates to self-declare – or not, depending on their preference – which we call the **Equal Opportunities Monitoring Form** and which follows the format of the Canadian government’s self-identification form. This survey will be part of every search and will be on our website. With the permission and involvement of the candidate, we will be able to capture this information in our database and thus ensure we always have a diverse slate of candidates.

Beyond championing diversity at the search execution level, our firm is also actively involved in initiatives and memberships that help further the conversation regarding employment equity in Canada. We are active members of 30% Club Canada, which works to ensure gender diversity on Boards, and have also been involved with events and initiatives such as: the Indigenous Women in Leadership Award (in conjunction with the Canadian Council for Aboriginal Business), Informed Opinions (which works to ensure diverse women’s perspectives and priorities are equitably integrated into Canadian



society), and Women Get on Board (a leading member-based company that connects, promotes and empowers women to corporate boards). We will also reach out to organizations such as The Canadian Foundation for Physically Disabled Persons, which helps businesses find qualified candidates through a unique vetting process.

Initiatives such as these not only demonstrate our firm's commitment to diversity but have allowed our Partners to add diverse and qualified individuals to their vast network of contacts across the country.



Project Timeline

We have the resources to manage this engagement within your expected timeframe and typically complete searches of this scope within **12 weeks**. We understand that the College has the goal to select its next Registrar and CEO by October 2021, with an anticipated start date of November 1, 2021. During our first meeting with the Search Committee, we will discuss ways of managing the timeline to be consistent with this target date.

Phase	Milestones	Week(s)
Search Launch	<ul style="list-style-type: none"> Signed contract Search Committee and stakeholder feedback 	Week 1
	<ul style="list-style-type: none"> Develop position profile, briefing document, and advertising strategy Establish bi-weekly updates with the Search Committee to commence week 2 	Week 1-2
Candidate Identification and Screening	<ul style="list-style-type: none"> Target list generation National and (if needed) global outreach Feedback on candidate availability Screening telephone interviews 	Week 2-8
Candidate Long List	<ul style="list-style-type: none"> Determination of long list candidates Long list presentation to Search Committee and short list selection 	Week 8
Shortlist and Interviews	<ul style="list-style-type: none"> Interview scheduling, materials and assessment framework Interview feedback 	Week 8-9
Reference Check and Psychometric Assessments	<ul style="list-style-type: none"> Reference reports provided Leadership assessment provided (optional – additional charges); assessments are conducted and briefed to your Search Committee by our Head of Assessments – Dr. Julie Jonas 	Week 9-11
Decision and Offer	<ul style="list-style-type: none"> Contract signed; candidates notified Final report 	Week 11-12
Integration Support	<ul style="list-style-type: none"> Integration support 	Throughout Year 1



References

Cameron Cowper

CEO and Registrar
College of Speech & Hearing Health
Professional BC
604.568.1568
cameron.cowper@cshbc.ca

Esther supported the College of Speech and Hearing Health Professionals BC in its Deputy Registrar recruitment in 2020.

Colleen McFadden

Chief Operating Officer
British Columbia Nurses' Union
604-433-2268
cmcfadden@bcnu.org

Esther supported the British Columbia Nurses' Union in its recruitment of the Director of Occupational Health and Safety in 2018 and is currently working with BCNU in its recruitment of Chief Executive Officer. This experience is a demonstration of our team's ability to work with and support a professional development organization.

Stanley Hamilton

Chair of the Board
BC Financial Services Authority
Stanley.hamilton@sauder.ubc.ca

Esther supported the BC Financial Services Authority, a regulatory Crown organization, in its Chief Executive Officer recruitment in 2019.



Fees

Traditionally our professional fee is based on a percentage (usually 1/3rd) of the successful candidate's first-year total cash compensation, comprised of base compensation plus target bonus. However, in recognition of our commitment to build a relationship with the College of Pharmacists of British Columbia and in appreciation of the significance of the Registrar and CEO role in the broader context of your organizational vision, we are pleased to offer a preferred fixed fee of **\$50,000 CAD**.

Please note that applicable taxes are not included in our fixed professional fee.

Payment Terms

The non-refundable fee is payable to our firm in three equal instalments: the first instalment will be payable upon signing this contract or upon initiation of the search; two subsequent invoices, each covering services for the previous month, will be billed at 30 (at this point in the search, we would have completed consultations with the Search Committee, key stakeholders, development of candidate brief, research and candidate identification process) and at 60 days (at this point in the search, we would have presented a long list of candidates to the Search Committee to invite for interviews). All invoices are payable upon receipt. If the project is completed before the end of the billing period, the remainder of the fee is payable on that date.

Expenses

In addition to the professional fee, we invoice monthly for **out-of-pocket expenses** directly incurred in the pursuit of candidates. Typical out-of-pocket expenses include candidate travel (if necessary), advertising, meals with candidates where deemed appropriate and necessary, and third-party assessments. We do our best to keep these expenses to a minimum and any significant expense items, such as advertising or out of town travel (if necessary), are cleared with the client in advance.

As a government agency, we understand the importance to seek input from key stakeholders. Our professional service fees do include this offering and limited the number to five external stakeholders. If additional consultations are required, we can discuss a preferential fee structure.

We also invoice for **engagement support expenses** incurred in the performance of the assignment. These expenses are administrative and technology costs which include access to online research; purchase and access to third party databases; document production and distribution; credit, education, and background checks (including criminal and social media); encrypted on-line videoconference platforms and on-line access to your dedicated confidential information portal. We have found that our clients prefer a confirmed amount for these engagement support expenses, so they are based on **5%** of the professional fee. This amount is billed in three instalments: the first upon signing the contract (with the first invoice), and the second and third at 30 and 60 days.

Additional Considerations

In the rare event that this assignment extends beyond six months, we will then reassess it with you to ensure its successful completion; additional financial consideration may apply at this time depending on circumstances which would be



discussed and mutually agreed upon. If a search is put “on hold” for more than 90 days, we will consider the search cancelled. If the search is reactivated, a new search process will be started, and we reserve the right to discuss additional financial terms.

Quality Guarantee Policy

If a candidate we have placed leaves for performance related reasons within **fifteen (15) months** after the date of hire, provided this is not due to redundancy, change of ownership, or change in responsibilities (nature or location) or in the direct reporting relationship, it is our firm’s policy to conduct the assignment again at no additional professional fee. We would bill only for engagement support expenses and consultant and candidate out-of-pocket expenses. This guarantee would not translate into a credit situation for another role. It is only applicable for a replacement candidate for the same role/initial search.

Cancellation

Occasionally, business situations dictate the cancellation of an assignment. You have the option of cancelling this search assignment at any time by notifying Odgers Berndtson in writing. In that event, the first retainer payment is due and payable regardless of when the cancellation occurred. If the search is cancelled before the final invoice is issued, the fee will be calculated on a prorated basis from the date of the last invoice. If an assignment is cancelled after the presentation of a shortlist, the full fee is payable. Any expenses incurred to the date of cancellation will also be invoiced.

Additional Hires

If you hire more than one candidate or if a candidate we presented accepts an offer from you within 12 months of presentation in any other role, there will be a professional fee of 25% of the first year’s anticipated total cash compensation.

Internal and Referred Candidates

We follow the same assessment process for both internal and external candidates. This approach ensures a fair, equitable, and professional process for all candidates involved. As such, the fee would be the same regardless of the outcome.

Off-Limits

The off-limits policy of Odgers Berndtson specifies that employees of a current client company cannot be approached as candidates for a period of one year past the close date of the most recent assignment. In instances where a company has been a long-standing or significant client of ours in the past, but are not currently an active client, we will discuss with them whether it is appropriate to approach individuals even if the one-year off-limits period has expired. An individual that we have placed in one of our client organizations cannot be approached by us as a candidate for as long as the company they were placed at still employs them.

Liability

Any liability we may have in connection with any project is limited to the amount of the fee actually received by us for that project only.



Appendix 1: Leadership Assessment

Our LeaderFit assessments provide insights into the leadership capabilities and potential of individual executives, helping zoom in on each candidate's fit relative to the demands of the role and the organization's culture. Each assessment option features highly validated psychometric assessments and ensures that individuals receive a personalized debrief of their assessment results.

LeaderFit Benchmark <i>Best for: Individual Snapshot of Leadership Strengths and Gaps</i>	Benchmark Plus <i>Best for: Benchmarking of Executive Level Candidates</i>	LeaderFit Executive <i>Best for: C-Suite Selection and Development</i>
ASSESSMENT HIGHLIGHTS		
<ul style="list-style-type: none"> • Completion of 3 online psychometric instruments (HPI, HDS, MVPI) • Benchmark report mapped to LeaderFit dimensions, can include interview questions or onboarding recommendations. • Comparative Analysis for multiple candidates available on request. • Client debrief of results by Leadership Partner. 	<ul style="list-style-type: none"> • Psychometric instruments plus Looking Glass questionnaire and one-hour interactive session with Leadership Partner. • Benchmark Plus report with Role Fit Analysis and Onboarding recommendations. • Comparative Analysis for multiple candidates available on request. • Individual client and candidate debrief. 	<ul style="list-style-type: none"> • Psychometric instruments plus executive-level cognitive instrument. • Customized Looking Glass questionnaire and half-day interactive session includes business simulation with several Leadership Partners. • Bespoke Report mapped to Role Requirements and LeaderFit dimensions. <hr/> <ul style="list-style-type: none"> • LeaderFit Mezzanine includes 360 inputs (gathered by phone) from internal or external stakeholders.
BENEFITS		
<ul style="list-style-type: none"> • Rapid turnaround using Hogan-based norms. • Ideal for quick recruitment assessments • Narrative report can easily be shared with HR or recruiting manager. 	<ul style="list-style-type: none"> • Enhanced validity through both online and interpersonal components allows for a more comprehensive analysis. • Ideal to fast-track individual onboarding and identify development areas. 	<ul style="list-style-type: none"> • Analysis based on enhanced LeaderFit model that blends high potential and C-Suite level dimensions. • Provides high touch experience for senior executives • Balances psychometric and 360 inputs for maximum validity.
TURNAROUND TIME		
1-2 Days	3-5 Days	7-10 Days
ASSESSMENT FEES		
<ul style="list-style-type: none"> • \$2,000 per individual • \$1,000 per comparative analysis 	<ul style="list-style-type: none"> • \$3,500 per individual • \$1,000 per comparative analysis 	<ul style="list-style-type: none"> • \$7,500 per individual • \$1,000 per comparative analysis • \$10,500 (Mezzanine)



Appendix 2: Six Point Plan for Diversity & Inclusion

One: Ensure that the Client is Diversity Hiring Ready

- Consider what diversity hiring means to you and your company. Establish goals, target groups and desired outcomes.
- Confirm support of CEO and/or hiring manager in question.
- Have team members received diversity training? Do they understand the firm's commitment and what efforts will be made to ensure a diverse workforce? Has the client set up a potential diverse hire for acceptance and success?
- Consider the optics - how diverse and inclusive does your organization look to potential candidates?
- Is the client prepared for a recruitment approach that is less about "ticking boxes" and more about assessing potential based on harder to measure metrics? What does this look like? Have the hiring managers/committee members been brought on board with a new way of assessing?
- Select and use metrics to keep track of your journey – keep it simple to start.

Two: Role Specification/Job Posting

- Language is key - <http://gender-decoder.katmatfield.com/>
- Identify core priorities and challenges of the role first.
- Avoid a long experience list – think less is more. Emphasize core competencies like mindset, ambition, work ethic, communications skills and evidence of being a team player.
- Include an equity statement that encourages diverse groups to apply and describe client culture.

Three: Recruitment Channels & Strategy

- Allow candidates to self-identify as a diverse group, should they choose, through the application process.
- Use lateral thinking when posting an advert – post to sites with breadth and specific diversity groups relevant to the professional area.
- Undertake direct outreach through a diversity and unbiased lens. Approach candidates and sources identified through self-identification, acknowledged connections with diverse communities and/or research for purposes such as:
 - monitor and evaluate potential discrimination;
 - identify and remove systemic barriers;
 - lessen or prevent disadvantage; and,
 - promote substantive equality for people identified by Human Rights Code grounds.
- Network where appropriate with diverse groups, ensure your client is being seen and heard; contribute to the community.



Four: Screening and Interview Process

- Continuously return to the question ‘are we eliminating unconscious bias’? Be inclusive in early screening.
- Ensure the hiring panel includes diverse representation and perspectives. Excise “fit” from your evaluation criteria; “fit” suggests homogeneity and discourages looking at different approaches or ways of presenting.
- Maintain consistency in interview questions; identify background-agnostic skills such as being innovative or resourceful, overcoming challenges, teamwork, ability to listen, learn and lead etc.
- Search for the right mindset – skills can be taught and experience gained.
- Understand the cultural differences in how people present. What is “charisma”, for example? How is it measured and why is it important? How people of different backgrounds “sell” themselves or behave in a particular setting differ considerably.

What **can’t** you ask? Questions related to any of the following: race, colour, ancestry, place of origin, ethnic origin, creed, sexual orientation, gender identity/expression; marital status, family status, age, disability, whether one is pregnant.

Five: Shortlisting and Decision

- Ensure a diverse, well-balanced longlist and shortlist.
- Again, give priority to mindset - skills can be taught, and experience gained.
- Consider leadership assessment, but ensure D&I enabled tools and datasets.
- Be thoughtful in your reference checking process – who are you asking and how – understand cultural nuances.

Six: Meaningful Inclusion

- Provide on-boarding focus groups, a feedback loop, and a mentoring/buddy system to ensure you have a welcoming and inclusive process for new diverse hires. Diversity in itself is not successful if the organization’s culture is not truly inclusive.
- Create a welcoming culture that celebrates diversity and different perspectives; help prevent the ‘imposter syndrome’ that can affect some candidates hired as part of diversity mandates.
- Seek to understand and accommodate cultural, religious, social, or physical norms or needs.
- If the new hire has relocated, support their introduction into diverse communities and the broader local community.



Appendix 3: Sample Contract

Below is a sample of our standard client agreement:

On behalf of Odgers Berndtson, we are delighted to be working with College of Pharmacists of British Columbia to recruit a Registrar and CEO. The purpose of this letter is to set out the key terms under which our organizations will be engaged on an exclusive basis for this important project.

Terms and Conditions

Our typical professional fee is non-contingent and based on a calculation of 33.3% of the first year anticipated total cash compensation (including base salary and targeted bonus) for the position. However, for this project only, we are happy to provide a fixed fee of **\$XX, XXX CAD**.

The non-refundable fee is payable to our firm in three equal instalments. The first instalment will be payable upon signing this contract or upon initiation of the search. Two subsequent invoices, each covering services for the previous month, will be billed at 30 and 60 days. All invoices are payable upon receipt. If the project is completed before the end of the billing period, the remainder of the fee is payable on that date.

Expenses

In addition to the professional fee, we invoice on a monthly basis for out-of-pocket expenses directly incurred in the pursuit of candidates. Typical out-of-pocket expenses include candidate and consultant travel, advertising, meals with candidates where deemed appropriate and necessary, and third party assessments.

We do our best to keep these expenses to a minimum and any significant expense items, such as advertising or out of town travel, are cleared with the client in advance.

We also invoice for engagement support expenses incurred in the performance of the assignment. These expenses are administrative and technology costs which include access to online research; purchase and access to third party databases; document production and distribution; credit, education, and background checks (including criminal and social media); meeting room and interview costs; and non billable travel.

We have found that our clients prefer a confirmed amount for these expenses, so they are based on 5% of the professional fee. This amount is billed in three instalments: the first upon signing the contract (with the first invoice), and the second and third at 30 and 60 days.



Additional Considerations

In the rare event that this assignment extends beyond six months, we will then reassess it with you to ensure its successful completion; additional financial consideration may apply at this time depending on circumstances which would be discussed and mutually agreed upon.

If a search is put "on hold" for more than 90 days, we will consider the search cancelled. If the search is reactivated, a new search process will be started, and we reserve the right to discuss additional financial terms.

Cancellation

Occasionally, business situations dictate the cancellation of an assignment. You have the option of cancelling this search assignment at any time by notifying Odgers Berndtson in writing. In that event, the first retainer payment is due and payable regardless of when the cancellation occurred. If the search is cancelled before the final invoice is issued, the fee will be calculated on a prorated basis from the date of the last invoice. If an assignment is cancelled after the presentation of a shortlist, the full fee is payable. Any expenses incurred to the date of cancellation will also be invoiced.

Additional Hires

If you hire more than one candidate or if a candidate we presented accepts an offer from you within 12 months of presentation in any other role, there will be a professional fee of 25% of the first year's anticipated total cash compensation.

Internal and Referred Candidates

We follow the same assessment process for both internal and external candidates. This approach ensures a fair, equitable, and professional process for all candidates involved. As such, the fee would be the same regardless of the outcome.

Quality Guarantee Policy

If a candidate we have placed leaves for performance related reasons within **twelve (12) months** after the date of hire, provided this is not due to redundancy, change of ownership, or change in responsibilities (nature or location) or in the direct reporting relationship, it is our firm's policy to conduct the assignment again at no additional professional fee. We would bill only for engagement support expenses and consultant and candidate out-of-pocket expenses. This guarantee would not translate into a credit situation for another role. It is only applicable for a replacement candidate for the same role/initial search.



Off-Limits

The off-limits policy of Odgers Berndtson specifies that employees of a current client company cannot be approached as candidates for a period of one year past the close date of the most recent assignment. In instances where a company has been a long-standing or significant client of ours in the past, but are not currently an active client, we will discuss with them whether it is appropriate to approach individuals even if the one-year off-limits period has expired. An individual that we have placed in one of our client organizations cannot be approached by us as a candidate for as long as the company they were placed at still employs them.

Liability

Any liability we may have in connection with any project is limited to the amount of the fee actually received by us for that project only.

Assessment Methodology

Through our robust LeaderFit™ assessments, we can pinpoint natural leadership strengths and potential gaps as well as help define culture fit and key motivators. We use the assessment results to compare finalist candidates, develop interview questions and help the successful candidate identify leadership development and onboarding priorities.

The heart of our assessment approach is the use of Hogan instruments, which we have integrated into our LeaderFit™ assessment method. The LeaderFit model measures a leader's performance in the real world, and reflects the tenets of Emotional Intelligence which tell us that effective leaders excel at managing themselves, building teams, and balancing strategy and execution.

There are three levels of assessment that you can select from to maximize the value for your organization and for the successful candidate:

LeaderFit™ Benchmark

- A basic leadership assessment that highlights Hogan-based personality, motives, and potential gaps for each candidate.
- Individual reports are generated for each candidate, and debriefed with the hiring committee or executive.
- Fees for this level are \$2,000 CAD per candidate, \$1000 CAD for comparative analysis of candidates.

LeaderFit™ Benchmark Plus

- Combines Hogan psychometric tools with a structured interview, using our Looking Glass questionnaire to zero in on capabilities required for the role.
- Provides a more in-depth analysis of leadership strengths, potential gaps, and onboarding recommendations.
- Fees for this level are \$3,500 CAD per candidate, \$1000 CAD for comparative analysis of candidates.



LeaderFit™ Executive

- Comprehensive assessment, ideal for CEO succession and C-suite appointments.
- Features a half-day interactive session, simulation, and a variety of psychometric and cognitive instruments.
- Custom report augmented by in-depth debrief of Hogan results.
- Fees for this level are \$7,500 CAD per candidate, \$1000 CAD for comparative analysis of candidates.

We look forward to discussing these options with you.

Privacy and Confidentiality

At Odgers Berndtson, we respect the privacy and the confidentiality of the personal information provided to us in the context of our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. As you are no doubt aware, on January 1, 2004, the Personal Information Protection and Electronic Documents Act ("PIPEDA") was extended to include the collection, use, or disclosure of personal information and has established privacy principles for all businesses. In consideration of the legislation, Odgers Berndtson has adopted a Privacy Policy relating to the collection, use, and disclosure of personal information in conjunction with our executive search assignments.

Please note, our Privacy Policy has been updated to reflect the new General Data Protection Regulations (GDPR) introduced in May 2018. Please see the Appendix section with respect to our obligations and yours as a client.

Password Protecting Documents

We ask that the contents of any reports and the names of candidates be kept in the strictest of confidence. To comply with privacy legislation and protect the personal information provided to us in the context of this engagement against data breach, all documents containing personal information sent by email will be sent as Password Protected PDF documents or uploaded onto our client portal.

For us to meet the requirements of the legislation, we need to assure our candidates that our clients adhere to similar principles, which are outlined in the Odgers Berndtson Privacy Principles attached. By signing this letter, you acknowledge your agreement to support these principles, which will allow us to share candidates' personal information with you. We appreciate your support in ensuring that the legislated privacy standards are met by both of our organizations. Please do not hesitate to contact me or the Odgers Berndtson Privacy Officer, Deborah Lucas (deborah.lucas@odgersberndtson.com), with any questions.

We very much appreciate this opportunity to be of service to you for this important engagement. You can count on nothing less than our full and enthusiastic commitment in bringing this assignment to a successful conclusion.

If this letter is satisfactory, please affix your signature and scan a copy back to my attention.

Yours truly,

[insert signature]



ACCEPTED:

Signed this _____ day of _____, 2021



Resolution of the Board of the College of Pharmacists of British Columbia made in accordance with section 13(12) of the *Health Professions Act* – Bylaws.

The Board approves the engagement of Odgers Berndtson as the Executive Search firm to work with the Registrar Search Committee in identifying a suitable candidate for the position of Registrar/ Chief Executive Officer.

Claire Ishoy, Chair, District 7

Date

Steven Hopp, Vice-Chair, District 4

Date

Alex Dar Santos, District 1

Date

Christine Antler, District 2

Date

Andrea Silver, District 3

Date

Michael Ortynsky, District 5

Date

Anca Cvaci, District 6

Date

Bal Dhillon, District 8

Date

Tracey Hagkull, Government Appointee

Date

Anne Peterson, Government Appointee

Date

Katie Skelton, Government Appointee

Date

Justin Thind, Government Appointee

Date