



August 17, 2012

Martin Herzog  
 Manager, Governance Structures and Corporate Performance  
 Strategic and Corporate Policy Division  
 City of Toronto  
 City Hall, East Tower, 10<sup>th</sup> Floor  
 100 Queen Street West  
 Toronto, ON  
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Dear Mr. Herzog,

As you aware, the City Manager is conducting a Board of Directors Recruitment for four (4) citizen Board Members of the Toronto Transit Commission. In keeping with the terms of REOI # 9144-11-7001, the City Manager invited certain external consultants to submit responses to provide professional consulting services to assist with the Recruitment process. NAFOR Inc. – Executive Recruiting (NAFOR) made a submission and was selected to provide these services.

NAFOR has been tasked with sorting and ranking the applicants and preparing the qualification and diversity spreadsheet provided to the Committee. NAFOR has been asked to provide a summary of the methodology used to prepare the qualification and diversity spreadsheet that will be provided to the Civic Appointments Committee for use in this process.

A total of 485 applications were received for these four positions. Overall, the applicant pool was very strong and the CAC will be able to choose from a very talented and diverse pool of candidates. NAFOR has ranked and listed the applicants alphabetically into six categories, identified the applicants' qualifications and relevant experience as well as recording their responses to the voluntary diversity questionnaire as indicated in their applications (see spreadsheet).

The six categories or tiers are:

	<b>Final City Rankings</b>	<b>NAFOR Initial Rankings</b>
A	Qualified and Eligible Applicants - Top 40 - Level 1	1 - Very Strong - A
B	Qualified and Eligible Applicants - Additional 30 - Level 2	1 - Very Strong - B
C	Less Qualified and Eligible Applicants - Level 1	2 - Good
D	Less Qualified and Eligible Applicants - Level 2	3 – OK
E	Eligible But Didn't Demonstrate Minimum Qualifications	4 - Unqualified
F	Ineligible	Ineligible

Our methodology was to quickly review 100 of the applicants and get a sense of the overall quality of the applicant pool. We then reviewed all 485 applications individually spending approximately 10 minutes on each application (80 hours in total). Each applicant was ranked based on each of the required qualifications and scored between 1 and 4.

- 1) = Very Strong
  - Broad depth of experience
  - Excellent practical experience
  - Strong understanding of large projects
  - Large Board experience
  - Large Company experience
  - Strong business, management, public sector or not-for-profit skills
  - Well educated
- 2) = Good
  - Capable but not as well qualified as above
  - Good general business, management, public sector or not-for-profit skills
  - Small Board experience
  - Small Company experience
  - Less educated
- 3) = OK
  - Minimal qualifications
- 4) = Unqualified
  - No real qualifications

70 Candidates were rated by NAFOR as having qualifications that were 1) Very Strong. This group was then re-evaluated in more detail and ranked as follows:

- A. Qualified and Eligible Applicants - Top 40 - Level 1
- B. Qualified and Eligible Applicants - Additional 30 - Level 2

When considering the Required Qualifications section of the qualifications and diversity spreadsheet based on the required qualifications section of the application it should be noted that due to the wording of some questions and the liberal interpretation of responses by many candidates NAFOR was required to otherwise assess certain candidate responses. For example, Question #11 – Do you have “Understanding and/or experience with Toronto Transit Commission operations”, most candidates answered “Yes” because they ride the TTC on a regular basis or read about the TTC in the news. That does not qualify as strong experience in the view of NAFOR and was assessed otherwise by NAFOR. Below are the criteria that were used. Each question is identified as being a NAFOR selection for the qualification spreadsheet or Candidate self selection for qualification. i.e. NAFOR otherwise assessed some answers for Questions #1, #3, #5, #6, #7, and #11 but not for Questions #2, #4, #8, #9 or #10. Question #3 was also divided in to three parts to better identify separate Finance, Law and Engineering experience.

- 1) Directorship and Executive level experience - NAFOR selection
  - a. Senior manager or makes significant business decisions
  - b. Executive level
  - c. Corporate, Government or Not-For-Profit Board
- 2) Strategic business management including transformative change management – Candidate self-selection
  - a. Planning, Coaching, Corporate Development, Strategy

- 3) Financial management or accounting, Law, Engineering – NAFOR selection
  - a. Accounting – No Degree required. Practical experience, hands on, high understanding. CA, CGA, CMA, MBA, CFA preferred.
  - b. Law – Degree required
  - c. Engineering – Degree required
- 4) Customer service or marketing management - Candidate self selection
  - a. Practical experience
- 5) Management or planning with a rail or public transit organization - NAFOR selection
  - a. Practical experience
- 6) Formulation or management of public-private partnerships - NAFOR selection
  - a. Practical experience
- 7) Capital project/ construction management or capital procurement/ supply chain management - NAFOR selection
  - a. Practical experience
- 8) Operations and information technology - Candidate self selection
  - a. Practical experience
- 9) Labour relations/industrial safety management - - Candidate self selection
  - a. Practical experience
- 10) Professional knowledge and working experience of urban sustainability, intersectionality and inclusive governance - Candidate self selection
  - a. Practical experience
- 11) Understanding or experience with TTC operations - NAFOR selection
  - a. Requires more than riding the TTC, reading about TTC or following the TTC
  - b. Practical experience

NAFOR looks forward to working with each of you in person over the coming weeks.

Sincerely,



Jeff Richmond  
President – NAFOR Inc.

c. Joseph P. Pennachetti, City Manager