



For Action with Confidential Attachment

Appointment – Chief Executive Officer

Date: July 10, 2018
To: TTC Board
From: Chief People Officer

Reason for Confidential Information

This report deals with personal matters about an identifiable person.

Summary

The purpose of this report is to recommend to the TTC Board the appointment of the Chief Executive Officer.

Recommendations

It is recommended that the TTC Board:

1. Approve the recommendations set out in Confidential Attachment 1 to this report; and
2. Authorize the public release of the appointee's name and biography once the TTC Board has approved the recommendations and an employment agreement has been executed.

Implementation

Subject to approval of the recommended candidate by the TTC Board and execution of the employment agreement, the Chief Executive Officer will commence service on a mutually agreed upon date.

Financial Summary

The salary of the Chief Executive Officer will be determined as a component of the employment agreement and will be reported out annually in accordance with the Public Sector Salary Disclosure Act, Province of Ontario.

Equity/Accessibility Matters

The Chief Executive Officer of the Toronto Transit Commission assumes the highest level of responsibility for the development and execution of policies, procedures and

projects that continue to promote advancements in the critical areas of accessibility and equity on behalf of TTC transit customers and TTC employees.

Decision History

On Tuesday, November 21, 2017 former TTC Chief Executive Officer Andy Byford announced his resignation from the Toronto Transit Commission effective December 22, 2017.

At its meeting on November 28, 2017 the TTC Board appointed Richard J. Leary as Chief Executive Officer (Acting) pending the appointment of a successor.

Notice of Motion [Chief Executive Officer - Interim Appointment](#)

Issue Background

The TTC is in the early stages of delivering on its latest Five-Year Corporate Plan 2018-2022. The plan was developed with significant input from customers and employees and incorporates the direction of the TTC Board. It also aligns with the City's Official Plan. The appointment of the Chief Executive Officer is well timed as it aligns with the early development stages for the priority work that lies ahead to ensure successful delivery of the five critical path areas set out in the plan.

Comments

On November 30, 2017 the TTC and Boyden Canada initiated the recruitment process for the position of Chief Executive Officer, Toronto Transit Commission.

On January 24, 2018, TTC Chair Josh Colle provided the Commissioners an update on the recruitment and appointment process for the TTC CEO position. Chair Colle also invited Board members to be part of a four-member interview panel. The invitation solicited more than four responses and as a result, names were randomly drawn.

On February 15, 2018 Chair Colle drew the names of four Commissioners to participate on the interview panel. The selection panel included Chair Josh Colle and Commissioners John Campbell, Glenn De Baeremaeker, Joanne De Laurentiis and Ron Lalonde.

In March 2018, a document package was provided to the TTC Commissioners (Attachment 2); the package included an Executive Profile, a Work Plan, a Stakeholder Consultation Report, the Launch Agenda, the Advertisement Strategy, a Candidate Self-Assessment Form and a Confidentiality Agreement. In early June 2018, a Search Update was also provided to the TTC Commissioners (Attachment 3). To assist with

the creation of a candidate profile, approximately 40 TTC stakeholders were engaged for their input.

The job posting attracted 166 applications; and subsequently condensed to a “Long List” Report of eight viable candidates by Boyden Canada. The Long List Report was shared and reviewed by the selection panel. Following the review, two candidates were interviewed on June 18, 2018, and on June 21, 2018.

The successful candidate was selected and is identified in the confidential attachment.

Contact

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Signature

Gemma Piemontese
Chief People Officer

Attachments

Attachment 1 - Confidential Attachment
Attachment 2 – Document Package
Attachment 3 – Search Update – June 4, 2018



Executive Profile

Chief Executive Officer

Toronto Transit Commission (TTC)

Boyden Team

Thank you for your interest in this important opportunity with the Toronto Transit Commission (TTC), the third largest public transit system in North America. This Executive Brief contains an overview of the TTC, an outline of the Chief Executive Officer role, an ideal candidate profile, and an overview of the search process, including key dates. While the Executive Brief is intended to provide information, it is not a contractual document. Some of the material may change over the course of the search. We will keep you informed of any material developments and share any new information that becomes available.

We encourage you to visit [the TTC website](#) for more information about the organization. Please contact us should you have any specific questions regarding the role, the TTC, or the search process.

Best regards,



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Associate



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[Biography](#) / [LinkedIn](#)

Message from the Chair

Over the past five years the TTC has made great strides in transforming its culture, its operations to meet the challenges facing one of the fastest growing metropolitan areas in North America. That commitment to transformational change has been recognized by the American Public Transportation Association which named the TTC their Outstanding Public Transportation of the Year for 2017. The task before the TTC and its next CEO is to build on the work that has been done to date to ensure that the TTC continues to provide Torontonians with world class transit service that is both financially and environmentally sustainable for generations to come.

As CEO, you will be leading a team that is rapidly transforming North America's third largest transit network, the largest in Canada, into a transit system that makes Toronto proud. You will be joining a team of 14,000 colleagues, working to modernize the TTC's infrastructure, its processes and its culture and to create a dynamic, customer-focused company that puts the customer at the centre of everything that it does. We are building a more diverse, forward thinking organization and one that meets stakeholder needs in a highly demanding, fast-moving environment.

If you are excited by this challenge and if you want to part of a once-in-a-generation transformational change, we want to hear from you.

Best wishes,

*Josh Colle
Chair of the Board
Toronto Transit Commission*



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Toronto Transit Commission (TTC)

Overview

The Toronto Transit Commission (TTC) is a municipal public agency that operates transit service in Toronto, Ontario. This includes subways, buses, streetcars, Intermediate Capacity Transit (Scarborough RT Line) and special access vehicles which provide door-to-door services for those challenged by mobility, known as Wheel-Trans.

The TTC has a rich history of meeting the transit needs of Torontonians dating back to 1921. Since that time, the TTC has grown to become Canada’s largest public transit system and the third largest in North America, providing 1.7 million customer journeys every workday, or around 540 million rides per year.

The TTC has a proud record for providing safe, reliable transit. Operating across five distinct modes of transportation, the TTC has developed a reputation for excellence in the integration of those modes through well-proven design. A full-service operator, the TTC is capable of undertaking virtually every activity in-house through its more than 14,000 dedicated and professional employees.

OUR VISION

To be a transit system that makes Toronto proud.

OUR MISSION

To provide a reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

THE TTC WAY

- Respect one another.
- Value each other’s time.
- Tell people what’s happening.
- Stay safe.
- Mind your space.
- Help others out.



The TTC has recently put in place an ambitious Corporate Plan setting out its strategy to transform the TTC into a transit system that makes Toronto proud. The Corporate Plan forms the basis of all business activity (informing investment decisions, business planning and performance management) and guides the TTC in the improvement of all aspects of TTC services and renewal of its culture, equipment and processes.

2018-2022 Strategic Objectives

2018-2022 Advancing to the next level

This is our plan to become your preferred connection to the communities, people, experiences and opportunities you care about in this great city.

Critical Paths



For more information on the TTC’s Corporate Plan, please visit:
https://www.ttc.ca/Coupler/PDFs/1_Corporate_Plan_2018-2022.pdf

Key Challenges & Opportunities

After consulting with key stakeholders at the TTC, the following opportunities and challenges were identified for the new Chief Executive Officer (CEO):

Making an Impact

While the TTC’s mission is to provide a reliable, efficient and integrated multi-modal transit network to Torontonians, its impact on the City and the region goes well beyond transit. By enhancing mobility, reducing congestion and GhG emissions, the TTC is contributing to the quality of life in Toronto, ensuring that the GTA remains as one of the world’s most attractive and liveable cities. With the benefit of recent capital investments in transit infrastructure, the new CEO will be well positioned to continue the evolution of the TTC so that it has a far reaching and positive impact on the City and the GTA.

Ensuring that the TTC Continues to Provide Safe, Reliable and Financially Sustainable Public Transit Service to Torontonians

The TTC’s ability to manage and provide a world class public transit service that delivers value for money has been, and continues to be, a focus of the Board, and the TTC leadership team. The implementation and execution of the TTC’s Five-Year Corporate Plan is expected to lead to a reduction in the operating costs of the organization through improved efficiencies, a greater focus on project management, more effective oversight of capital investments, and a more customer-focused organization.

Motivate the TTC Team through a Sense of Mission

Employees of the TTC, from leadership team members to front line staff, are motivated by the higher purpose of the TTC. There is an understanding of the vision of the TTC to build a transit system that makes Toronto proud. The new CEO will play a critical role in promoting that vision by being focused on a financially sustainable TTC committed to safe, reliable and accessible public transit for generations of Torontonians to come. The CEO will lead by example, demonstrating to all employees the need to continue to understand the mission and strategy of the organization and their role in advancing that strategy.

Promoting the Evolution of a Service Driven Culture at the TTC

The TTC has worked diligently over the past several years to transform the Commission's culture to one where all employees feel ownership for change and reflect the TTC's values and behaviours at every level. Continuing, and building upon, this cultural transformation will require a CEO that embodies the TTC's core values and helps to create an environment that embraces a customer service culture, each day and every day.

Deliver on Key Projects

In order to transform public transit and modernize the TTC, the challenge, as always, is to keep Toronto moving. To that end, there are a number of major transit expansion projects currently underway, each in different phases of planning, approval, design and construction. These projects range from station improvements, Automatic Train Control, to the construction of new lines and the extension of existing lines. Collectively, each of these projects are building Toronto and the region's transit network. The CEO will be tasked with the overseeing the execution of these projects to ensure that they are delivered within scope and budget.

Forging Positive and Productive Relationships with Diverse Stakeholders including Transit Partners, City, Media and the Public

The new CEO will need to establish a strong profile and relationships, both inside and outside the TTC, with key stakeholders such as the TTC Board of Directors, the Amalgamated Transit Union, City Council members, regional transit partners (including Metrolinx), the media, and the public to enhance and broaden support of the TTC's vision and strategy.

Governance & Management

The TTC Mandate

The TTC is an agency of the City of Toronto and is overseen by a Board that is comprised of four citizen appointees and seven elected City Councillors.

The TTC serves the people of Toronto by ensuring its transit system is reliable, safe, and prepared for the future. To that end, the Board oversees matters of policy, planning TTC services; constructing, maintaining and operating the system; and expanding services and facilities.

Board Members

- Chair - Councillor Josh Colle
- Vice-Chair - Alan Heisey Q.C. (*Citizen*)
- Rick Byers (*Citizen*)
- Councillor John Campbell
- Councillor Mary Fragedakis
- Councillor Vincent Crisanti
- Councillor Glenn De Baeremaeker
- Ron Lalonde (*Citizen*)
- Councillor Joe Mihevc
- Councillor Denzil Minnan-Wong
- Joanne De Laurentiis (*Citizen*)

Reporting relationships

Reports to:

- Members of the Board

Direct Reports:

- Chief of Staff
- Chief Financial Officer
- Chief People Officer
- Chief Operating Officer
- Chief Customer Officer
- Chief Service Officer
- Chief Capital Officer
- Chief Safety Officer
- Head & General Counsel, Legal
- Chief Project Manager
- Executive Director, Communications
- Head, Internal Audit
- Director, Change Management

Position Description

Chief Executive Officer

General

The Chief Executive Officer is accountable to the Board of Directors for providing overall leadership to the management of the TTC, including for ensuring prudent administration of public funds and the delivery of a safe and efficient transit service. The CEO ensures that the TTC's strategic and operating objectives are achieved in the context of public policy and stakeholder interest and in accordance with applicable legislation and the policies established by the Board of Directors.

Key Objectives

The CEO oversees and directs the operation of the Toronto Transit Commission:

- Provides leadership and oversees the development of strategically appropriate capital and operating budget requests for the safe, efficient, and cost-effective operation and timely life cycle replacement of TTC assets;
- Provides leadership and oversees the development of detailed strategic annual Goals and Objectives and operating plans for all TTC Departments in support of the transit system's direction and vision for the future. Specifically, development and delivery of the TTC's five-year Corporate Plan;
- Ensures that solid planning and budgeting systems are in place to support the transit system's goals, objectives, strategic direction and future development and growth;
- Ensures timely reporting of financial and physical results including any significant cost, safety, human resources and ridership/revenue issues to the TTC Board;
- Develops an effective and efficient organizational structure that implements approved budgets, annual Goals and Objectives, and strategic direction;
- Ensures accountability at executive/senior management levels, development of technical and supervisory competence and succession planning through internal development and promotion, or external hiring as required;
- Ensures timely communication of the transit system's overall strategic direction to TTC Board members, staff, and the community (where appropriate);
- Makes recommendations to the TTC Board on all matters affecting the TTC's business as set out under Bill 148, City of Toronto Act;
- Supports the TTC Board in the development and implementation of goals and objectives identified in the annual corporate plan;
- Achieves Board directed goals and priorities.

General Duties

- Represents the TTC with governmental representatives, professional societies and the general public;
- Monitors and adjusts business activities to manage within budget allocations and in the best interests of the TTC;

- Ensures effective communications and negotiations of all matters between staff and unionized workforce;
- Participates in the selection and/or approval of executive/senior staff and manages the performance review, development and, if necessary, termination of executive/senior management;
- Ensures the development of strategic and effective corporate policies, safety plans, guidelines and standards in the best interests of the TTC and in accordance with all applicable legislation and ensures that same are uniformly understood and properly interpreted and administered by subordinates;
- Provides leadership and ensures consistent compliance with relevant legislation/regulations regarding safety, employment, etc. either directly or through direct reports;
- Co-ordinates and approves all TTC initiatives through the Staff Summary Sheet approval process;
- Keeps abreast of transit industry activities, trends, best practices and technological developments;
- Responsible for providing leadership in overseeing the work of TTC employees (either directly or through direct reports) ensuring that accessibility/accommodation needs of TTC passengers and/or employees are effectively met in a timely fashion in accordance with the Ontario Human Rights Code and Related Orders so that they can fully benefit from the TTC as a service-provider and an employer;
- Performs other work-related functions as assigned.

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Candidate Profile

Chief Executive Officer

The CEO of the TTC will be an accomplished business leader of a complex, multi-stakeholder organization. He/she will be able to articulate a vision for, and inspire passion and confidence in, the delivery of a world-class, customer-centric transit system that moves over a million people daily. Just as adept in building relationships and consensus with various levels of government as playing a highly visible external role with the media and the public, the CEO will bring a high level of perseverance, resilience, grit, and passion in the service of over 6.0 million people of Metro Toronto.

Priority Criteria

Education

- Graduate Studies in Business Administration, Public Administration or a related discipline would be an asset.

Experience

- A successful track record of organizational accomplishment as a President & CEO, CEO, COO, business unit leader or in another strategic corporate leadership responsibility;
- Capacity to provide overall strategic leadership to a large, operating company in the private or public sector that have one or more of the following elements:
 - The size and complexity of unionized operations with a significant asset base.
 - An active public policy context involving various levels of government.
 - Significant range of stakeholders including municipal and provincial governments.
 - High visibility among the media and public.
 - Providing service to a significant segment of the public.
- Ideally brings experience or a significant understanding of public transit and, broadly, the transportation sector;
- Financially sophisticated; able to lead an organization that has elements of financial complexity;
- A quick study; able to develop an understanding of a new business environment in a timely manner.

Competencies

- Highly developed communication, interpersonal, decision-making, public relations, presentation, facilitation, mediation and negotiation skills;
- Highly developed organizational, problem-solving, budget and financial planning skills;
- Must be a strong leader and have the ability to effectively lead a team, resulting in a work environment conducive to positive employee morale, a commitment to customer satisfaction and high delivery of service as well as the ability to effectively manage change;

- Able to maintain course in the face of challenge; maintains a focus on the achievement of vision and goals while being sensitive to the need to build consensus among partners and key stakeholders;
- Must be able to respond with sensitivity to the concerns and interests of a culturally, politically, and socio-economically diverse community and work force;
- Ability to operate in an environment where the collective decisions of the TTC Board are respected, and to recognize and work co-operatively with city interests and Councillors;
- Must be sensitive to the needs of the mobility impaired community and committed to making the TTC accessible as expeditiously as possible;
- Must be collaborative with other organizations, as well as TTC employees, in order to break down impediments and improve effectiveness.

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About Toronto, ON



most livable cities by The Economist Intelligence Unit and the Mercer Quality of Living Survey.

A continental gateway and a crossroads for the world, Toronto, Canada's business capital, ranks alongside economic powerhouses such as New York, Boston and Chicago. The city's remarkably diverse economy creates unlimited business opportunities. This is a city of innovation and ingenuity, a leader in everything from proteomics to debit cards. Toronto is the most diversified economy of any city-region in North America, ranking in the top five for more than 16 industry sectors when compared with other leading North American cities. Commuting is fast and convenient; with four major highways, the second largest public transit system in North America, multi-modal railway facilities, a Great Lakes port, and an international airport handling over 30 million passengers annually, Toronto's citizens enjoy one of the world's best transportation systems.

Toronto also boasts excellent educational institutions and culture, with three universities and five colleges offering training in virtually every discipline and skill. The University of Toronto is the nation's oldest, largest and best recognized academic institution. Toronto also leads the country in number of post-secondary schools and graduates, with two top-ranked



MBA schools, as well as excellent programs in engineering, computer sciences and multi-media. The culturally rich city is also home to more than fifty ballet and dance companies, exquisite dining venues, and one of the world's largest annual film festivals, TIFF.

For more information on Toronto, please visit <http://www.toronto.ca> and www.torontotourism.com.



Steps in the Selection Process

1. Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your *résumé*, *cover letter*, and any other relevant material to us.

Applicants whose background and experience most closely match the requirements of the role, will be asked to complete a *Self-Assessment* questionnaire; the purpose of the Self-Assessment is to offer you the opportunity to highlight, in your own words, how your experience aligns with the key mandates and criteria of the role.

The materials that will be presented to the Search Committee should your candidacy be presented, are your:

- Completed Self-Assessment Questionnaire
- Cover Letter
- C.V.

2. Interview

Once we receive the *C.V.s*, *Cover Letters*, and *Self-Assessments* of those who express interest in the position, we will compare them against the *Candidate Profile* and also against the backgrounds of other candidates. We will then conduct a comprehensive interview of the top-rated candidates to assess fit, motivation, executive intelligence, experience, and alignment with the key criteria set out above.

3. Candidate Due Diligence

We will let you know as soon as possible after the interview if we will be proceeding further and presenting your candidacy to the Search Committee for its consideration; we will also ask you about your interest and whether you would like to continue in the process. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision. Usually there are three categories:

- a) **Matters of Fact** – These include benefits, vacation policy, perquisites, and an approximate indication of the compensation plan. If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you.
- b) **Matters of Family** – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.
- c) **Matters of Fit** – Please list the remaining questions that you would need to have answered about the position and the organization, and pass them along to us. We will be happy to answer them for you.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. *In fairness to everyone, please do not go further if you really think you are unlikely to accept the position should it be offered to you.* If you have additional questions following our initial discussion, but your interest is tentative and you are still “exploring”, please let us know. We can help you get the additional information you need.

It is not uncommon for candidates to be pursuing multiple opportunities concurrently. In the interest of transparency, if you are a candidate for another opportunity, please let us know immediately, and keep us informed of your status. Doing so does not reflect negatively on your application, it simply ensures full disclosure from all parties involved.

4. Preparation of Long List and Creation of Short List

If after your interview with us and your due diligence, you remain interested, we will include your application in our *Long List Report*. The *Long List Report* will include the materials noted in step 1 above, and any additional supporting materials such as letters of reference. From the Long List, the Search Committee will choose a *Short List* of candidates that it will invite to an interview.

5. Interview with the Search Committee

Interviews with the Search Committee are scheduled as follows:

Round 1: The first round interviews will each be 60-90 minutes long and will centre on discussing the key priorities of the TTC and the role. All candidates will be notified of their status at the end of the first round of interviews.

Round 2: Two or three candidates will be invited back for a second interview. The second interview will be less formal and focused on addressing any unanswered or new questions arising from the previous interview.

6. If you are the Finalist – Assessment and Referencing

If you are chosen as the finalist, references will be conducted at this stage; we will want to speak with people who have known you from a subordinate, peer, and superior perspective. We will work with you to choose a set of referees who can provide a complete picture of your employment history, skills, weaknesses, strengths, competencies, values, etc.

Finally, we will ask you to provide us with the necessary information and authorization to complete a detailed background check (education, social media, credit, criminal, etc.).

7. Presenting the Assessment, Reference, and Background Findings to the Search Committee

At the completion of the references, assessments, and background checks we will present the findings to the Search Committee for its review and consideration. The Search Committee will meet and make its final selection.

8. Steps Leading to an Offer

If you are selected as *the* finalist candidate, and if no further references are required, you will be made a verbal offer of employment during which time the terms and conditions of the *Offer of Employment* will be discussed with you. We will facilitate the negotiations and present you with the formal *Offer of Employment* once agreement is reached.

Commitment to Diversity and Inclusion

The TTC is committed to fostering a positive workplace culture with a workforce that is representative of the communities it serves. Committed to the principles of diversity and inclusion, the TTC encourages applications from all qualified applicants. Accommodation is available for applicants, including those with disabilities, throughout the recruitment process.

Etiquette Regarding an Offer

If this position is offered to you, we would like to know that you will honour two standards of professionalism:

- First, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family), and will not 'shop' or discuss the offer with your present employer.
- Second, that if you accept the offer, your word is your bond and we can count on the fact that you will be joining our client. We understand that candidates can sometimes have doubts and second thoughts after making the decision to make a major career change. These feelings are quite common, and you are wise to anticipate that they may arise. On the other hand, we want to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel the offer.

If either of these conditions is unacceptable to you, please inform us immediately. We will do our best to keep you informed throughout the process.

C.V. Accuracy

The Association of Executive Search Consultants estimates that approximately one in five résumés contain material information that is untrue. Examples include the listing of degrees that have not been obtained, titles and dates of employment that are incorrect, and accomplishments that are overstated. As a result, our firm has adopted the practice of verifying the claims made in the C.V.s of finalist candidates. Our policy is to discontinue the candidacy of anyone whose résumé contains distortions of material information. *If you notice an error in your C.V. after you have forwarded it to us, please contact us immediately and send us a corrected copy.*

Work Plan

The proposed timeline and project plan shown below can be further customized to meet your needs.

Activity	Who	Timing
1. Prepare to Launch the Search <ul style="list-style-type: none"> Establish the Committee's mandate Confirm the Search Timeline and Work Plan Share Stakeholder Report with Committee Create and/or confirm the Position Description, Candidate Profile, and the Defined Competencies 	Boyden Selection Committee	February-March 2018
2. Create and Obtain Approval of Search Documentation <ul style="list-style-type: none"> Executive Brief to be shared with candidates Form of advertisement text Advertising/Posting Strategy 	Boyden Selection Committee	Week of March 19, 2018
3. Develop and Execute the Recruitment Strategies <ul style="list-style-type: none"> Recruit and develop the interest of candidates Receive and screen applications against the Defined Competencies Have candidates complete self-assessment questionnaire Interview candidates who most closely match the Defined Competencies 	Boyden	March-June 2018
4. Present the Candidate Long List Report <ul style="list-style-type: none"> Present Long List of candidates to the Committee Select Short List of candidates to be interviewed 	Boyden Selection Committee	Week of June 4, 2018
5. Prepare for Short List Interviews <ul style="list-style-type: none"> Create interview questions and distribute to the Committee for approval If required, arrange pre-Short List discussion between the Committee and each candidate on the Short List to ensure the candidates receive credible answers to any remaining questions Coordinate logistics for Short List interviews 	Boyden Selection Committee	Week of June 11, 2018
6. Conduct Short List Interviews <ul style="list-style-type: none"> Assist the Committee in whatever manner it requires during the Short List interviews 	Boyden Selection Committee	Week of June 18, 2018
7. Finalize the Selection <ul style="list-style-type: none"> Conduct Reference Checks and other background checks Coordinate Psychological Assessments (if required); and present Reference and Psychological Reports to Committee Assist Committee in finalizing arrangements to hire the chosen candidate 	Boyden	July 2018
8. Recommendation of Chosen Candidate <ul style="list-style-type: none"> Selection Committee makes recommendation of chosen candidate to TTC Board for Board approval 	Selection Committee	July 2018
9. Appoint New CEO <ul style="list-style-type: none"> Board members vote to approve new CEO 	TTC Board	July 2018
10. Assist TTC integrate the CEO <ul style="list-style-type: none"> Conduct 360 survey of staff and key stakeholders Provide the CEO with feedback regarding her/his adaptation to TTC and the new position 	Boyden TTC	6-12 months post hire
11. Document Results <ul style="list-style-type: none"> Provide Committee with documented results of interviews and overall search results 	Boyden	Upon search completion

Methodology

Establish the Selection Committee's Terms of Reference, the Project Plan and Key Milestones

It will be important to clearly set out the Selection Committee's role and decision-making authority. We anticipate that the Selection Committee will be involved in all aspects of the search, including assisting in defining the core requirements and mandates of the role and the ideal candidate; providing guidance to the search strategy and outreach campaign; identifying potential candidates and avenues to pursue; participating in the selection of a short list; conducting the interviews; and making a final recommendation.

Consult key Stakeholders

While time and resource intensive, consultations with your stakeholders is be an important step in your search process. They may be hugely beneficial to the Selection Committee in confirming your leadership needs and shedding light on concerns, gaps, or areas requiring the CEO's attention.

Develop a "Non-Generic" Candidate Profile

Based on the stakeholder feedback, we will help finalize and confirm the candidate profile and facilitate a discussion to prioritize the competencies in order of importance.

The candidate profile that the Selection Committee approves will be the main 'vetting' tool for this search. It will guide and frame all discussions concerning the search strategy (who to approach), the advertising campaign (where to post), the interview questions (what to probe), the candidate score card (how to grade) and the assessment of candidates (who to select). It's therefore critical that there is minimal ambiguity in the profile and that all Selection Committee members are in agreement as to what the TTC requires in its next CEO.

Develop and Execute a Comprehensive Recruiting Strategy

We will work with the Selection Committee to develop the search strategy to generate interest from a qualified pool of candidates. The strategy may very well include social media and traditional posting on cost-effective and targeted websites in Canada and internationally, but will be largely focused on direct and targeted recruiting of candidates.

Manage Candidate Interest

As the search unfolds, we will accept and review the applications and determine which candidates meet or exceed the bar that has been set by the Selection Committee. We will interview those who meet the requirements.

Because there is no standardized CV or resume format, the Selection Committee may find it difficult to properly review and assess the applications. To help Committees comparatively assess candidates, we will prepare a standardized tool (Self-Assessment Questionnaire) that each candidate will be asked to complete. The Questionnaire will be one of the most important documents in the candidate's submission.

Present a List of Candidates for the Selection Committee to Consider

Once we have completed the first round of screening interviews, we will then present a list of the top candidates in a formal 'Candidate Report' to the Selection Committee. This report will include the candidate's resume, Self-Assessment Questionnaire, and the Candidate Matrix, which will help the Selection Committee to compare, grade, and rank the candidates. The Selection Committee will then reconvene to review the Report and select its short list to interview. Those who meet the bar will be invited to an interview.

Facilitate the Interview and Assessment Process

We will organize and schedule the in-person interviews, which take place over a concentrated period of

time, and in a neutral setting. Experience has taught us that a “great” interview performance by a candidate should not be given more weight than it deserves. Instead the emphasis and focus will be not only on how well the candidate performs but on how well the Selection Committee does its job in objectively gathering data about the candidate. Prior to the interviews, we will prepare the Selection Committee with the tools to interview well.

Post interview, we facilitate the assessment and selection process, steering the Selection Committee from the temptation to simply grade or judge a candidate’s interview – judging candidates based on perceptions or impressions without supporting evidence is easy; assessing candidates based on evidence requires effort, rigour, and data.

Finalist candidates will be invited for a return visit and second round of interviews. During the second and final interviews, the Selection Committee will address any questions that arose or that remained unanswered during the first-round interviews. A final, less formal, meeting, perhaps over dinner or lunch, may be required to assess ‘fit’, before a final decision can be made. We will organize and facilitate each round of interviews.

Conduct References and Due Diligence

Once the Selection Committee selects its finalist candidate, we will conduct background checks (social media, education, employment, etc.) and contact eight to ten referees to collect as much helpful data as possible. The referees will include individuals who know the candidate from a variety of perspectives and that can address the concerns and questions that are most critical to the Selection Committee. Questions will be customized specifically to the TTC’s context and the CEO role. We will prepare and provide you with a Reference Report for your review.

As part of the due diligence, you may also choose to conduct a psychometric assessment on your finalist. The assessment can be an important data point that supplements the information obtained through extensive interviewing and the feedback that referencing provides. Testing can validate the impression a candidate has made, or can identify areas that need to be probed further before an offer is made. We will provide you with our recommendation for leadership assessment once we have a more complete understanding of your requirements.

Assist with the Offer Negotiations

If requested, we will assist in presenting and negotiating the terms of the offer. At this stage in the process, there should be no surprises. That is, both the Selection Committee and the candidate should know the parameters within which a contract can be negotiated. For this reason, it is advisable to have a draft offer prepared in advance of the final selection so that the Selection Committee and the candidate are clear about the parameters within which you will negotiate.

Assist with the new Executive’s Integration (optional). The search process does not end when a candidate is hired; our service extends into the individual’s first year in the role. Unless an internal candidate is chosen, there is a good chance that at least some of his or her behaviour will initially be at odds with expectations.

Within the first six to twelve months, we will survey those who work with the CEO. We will summarize the results of the interviews and personally give feedback to the individual, including specific recommendations regarding what behaviour is working and what needs to change. Having developed a relationship with this individual throughout the course of the search, we are in a good position to give credible advice in an objective and unthreatening manner.

Boyden Team

Search Team Roles and Responsibilities

Partner(s): Primary point of contact and overall responsibility for the delivery search. Key activities include stakeholder consultations, outreach, recruitment, and interviewing applicants, quality control of all search related materials, and overall project management.

Associate: Assists the partner(s) in all aspects of the search process, but specifically focuses on research, candidate sourcing/identification, and managing the application materials. While Boyden Canada maintains the largest database of executive talent in Canada, our associates and researchers are constantly building our database to ensure quality results emerge from our research and outreach activities. They also interact with candidates to answer questions and conduct pre-screening of candidates who respond to job postings.

Project Coordinator: Coordinates scheduling of all key meetings with the Selection Committee, as well as scheduling telephone calls and meetings with candidates and stakeholders. Other duties include assisting with the preparation of search materials, generally assisting with all logistics related to the search, and if required, coordinating travel for short list candidates.

Chief Executive Officer
Toronto Transit Commission



February 2018

For more information, please contact:

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The information contained in this document has been prepared for Selection Committee for this executive search and may include sensitive personal and commercial details. The distribution of this document should therefore be limited to those directly involved with this assignment.

I. Overview

During the months of December and January, we reached out to a large number of Toronto Transit Commission (TTC) stakeholders for their input into the CEO search process. The stakeholders included TTC executives and staff, City officials including City Councillors, and senior representatives from Metrolinx and other regional transit partners. A full list is provided as part of this report.

We asked stakeholders the following questions:

1. *What do you see as the major challenges for the TTC over the next three to five years?*
2. *What do you see as key priorities for the incoming CEO?*
3. *How would you define success for **TTC's** CEO during that period and are there any pressing issues that will require his/her immediate attention?*
4. *What experiences, knowledge, qualities, etc. would you consider mandatory? What would you consider a "nice to have"?*
5. *Do you have any names to suggest as prospective CEO candidates?*

On the following pages are key highlights from our discussions that have helped to frame our understanding of the current state of affairs at the Toronto Transit Commission, the role of the CEO, and the ideal profile.

A. Future Challenges and key Priorities for the Toronto Transit Commission

While a host of "challenges" were identified through the stakeholder consultation process, they can be distilled down to the following major issues:

- **Regional Transit Governance** – There was general agreement that there is a lack of clarity around which transit authority has responsibility for planning, building, and operating transit infrastructure. Unclear responsibilities or the lack of clear guidelines in this regard has proven a challenge for relevant parties particularly in relation to large capital infrastructure projects (Eglinton Crosstown, Scarborough Subway Extension). A key priority for the next CEO will be to partner with the City and Metrolinx to ensure that transit expansion moves forward in a way that best serves ridership and local communities.
- **Modernization and State of Good Repair** – Continuing the modernization of the TTC was seen by most stakeholders as a key priority. It was generally agreed that over the past five years, the TTC has done a good job in putting the framework in place to modernize the organization – tangible examples include OPTO, ATC, SAP implementation, and critically, organizational culture. The issue in front of the TTC is to successfully implement these initiatives to ensure that the TTC is able to provide safe, reliable, transit to Torontonians in the most cost-effective manner.


As part of the modernization, it is key that the TTC focuses on the backlog of state of good repair projects

- **Funding** – A number of stakeholders indicated that funding of the TTC operational budget is a critical issue for the organization going forward. Most stakeholders acknowledged the difficulty of obtaining operating subsidies from the City and agreed that the TTC must work to increase ridership and continue to implement operational efficiencies. The introduction of OPTO and ATC were seen as positive steps in both regards.

- 



Included below are selected comments received during the stakeholder process:

- *"There are a couple of challenges on the expansion front – building the relief line and Scarborough line. Getting out of politics and into the building and operating. There needs to be a balance between the pressure to spend money on new expansion with the need to ensure state of good repair."*
- 
- *"It would be very difficult for someone to come in from outside of the transit background. Transit knowledge is key."*
- *"Partnering with external stakeholders is key. The CEO needs to be able to create effective working relationships with the City, Metrolinx and other transit partners."*
- *"A need for a visionary leader. For the next stage of transit expansion – we need to think in 20-year terms, not five."*
- *"The organization has historically been very resistant to change. Culture change needs to continue in order to move the TTC forward."*
- *"The organization needs a long-term plan that is immune to the vagaries of the political cycle; that can withstand a change in government."*
- *"There is a need to figure out if the TTC is going to be the operator or driving transit planning and building. If the former, then someone (next CEO) will need deep experience in multi-modal transit."*
- *"We need a transformative leader – someone who can articulate problems in a meaningful way. Communicating long-term vision is key."*
- *"Governance of transit-making decisions in Ontario will be something that the next CEO will have to deal with."*

B. Success for the TTC's CEO

Stakeholders agree that for the CEO to succeed in the role, he or she must demonstrate the following:

People Leadership

As the chief staff officer, the CEO plays a critically important leadership role within the TTC.

This includes:

- Continuing engaging staff and building the team where necessary. Building out the senior management level to ensure that organization is operating at peak efficiency and that all groups are aligned with the core mandates. The previous CEO did a good job in bringing in talent to the organization however there is room for improvement at the senior ranks.

- Promoting a more progressive vision for the TTC that is in line with the changes facing the City, population and environment.

Collaboration

The CEO will help develop and enhance strategic partnerships that support the TTC's mandate.

This includes:

- Working to nurture partnerships in order to build and operate in new, innovative ways.
- Working collaboratively with other organizations, such as Metrolinx, the City and Province in order to expand funding and drive further line extensions.
- Internally, working with senior management to break down impediments to improve greater collaboration and effectiveness.

Operational Excellence

The CEO will lead an organization focused on ensuring operational excellence while maintaining financial sustainability.

This includes:

- Building on the foundation that has been created over the past five years – ensuring that the investments that have been made (and are being made) around technology including, ATC, OPTO, and SAP are implemented on time and on budget and that anticipated efficiencies are realized.
- Ensuring that the senior team is comprised of leaders with the appropriate background, skill, and experience to effect transformational change.
- Ensuring that the current backlog in the state of good repair is addressed.

II. Ideal Candidate Profile for the TTC's CEO

When asked about the key attributes they believe are important for the incoming CEO, Stakeholders highlighted the following:

Absolutely critical:

- Strong independence vs submissive when facing political demand.
- Understanding of the bigger picture – public transportation is also an enabler for economic growth and environmental stewardship.
- Political acuity.
- Experience within a transportation organization.
- Servant leader and customer-focused.
- Ability to make tough decisions that may be unpopular.
- Experience within a complex, unionized environment.
- Needs to have a moral compass when making priority decisions.
- Strong communication skills – must be able to effectively communicate her/his vision for the organization.
- Savvy in dealing with media relations.
- Ability to be able to easily interact and relate with employees and front line staff.

Nice to have:

- Public sector experience.
- Financial background.
- High energy.
- Global knowledge.
- Passionate about public service.
- Strong time management skills and the ability to prioritize.
- Contractually aware.
- Procurement experience.

Personal traits:

- Collaborative.
- Diplomatic.
- Approachable.
- Sense of humor.
- Empathetic.
- Integrity and strength of character.
- Accountable.
- Authentic.

III. Opportunity

We invited stakeholders to articulate why this role would be attractive to potential candidates. The vast majority agreed that the role is a wonderful opportunity for an individual with the skills listed above and with the aspirations to lead an award-winning transit organization.

The following comments are representative of the testimonials provided by Stakeholders:

- *"Service role. Considered to be a service to the public."*
- *"It's an important institution that carries a lot of weight. It is a major player in Canada and internationally."*
- *"This is not a job for someone who will shy from a challenge."*
- *"This is a job solely for someone who has come out of a multi-modal transit environment. There is so much focus on operations that this person needs to be really strong on these issues."*
- *"This person will need to know rail. Previous CEOs did not have a deep technical knowledge of running rail systems – that experience will be critical in light of subway expansion."*
- *"An ability to take on balancing political, fiscal, operational, and cultural challenges facing the organization."*
- *"Opportunity to help us see what is possible and provide us with a greater vision."*

Chief Executive Officer

Toronto Transit Commission (TTC)

Date: March 20, 2018

Time: 12:00-1:00pm

Location: City Hall, TTC Chair Office

- 1) Review of Search Process and Committee's Terms of Reference
- 2) Overview of Key Documentation
 - Methodology/Workplan
 - Stakeholder Consultation Report
 - Ad Strategy/Copy
 - Executive Brief
 - Self-Assessment
 - Confidentiality Agreement
- 3) Approve Project Plan (set key dates and milestones)
 - Timing for:
 - Candidate Long List Review with the Committee
 - First Round of Short List Interviews
 - Second Round Interviews with Finalists
- 4) Communication/Weekly Reporting
 - How we report / To whom
- 5) Confirm Compensation elements: base, bonus, other
 - Base:
 - Bonus:
 - Other:
- 6) Next Steps
 - Approve the Executive Brief, Position and Candidate Profile, Ad Strategy and Ad Copy
 - Post the ad and commence candidate outreach

Objectives of Advertising Program

The objectives of this advertisement program are twofold:

- 1 Build the candidate pool for this important role:
 - Our candidate identification strategy will be based on identifying, through research, people in organizations with parallels to the role and directly approaching them. Typically, the ultimate short list for any search is comprised primarily of candidates identified through such activities. Career advertising supports us as we make personal contact with potential candidates.
 - Career advertising can attract non-traditional candidates who would otherwise be outside of the defined scope and territory of the research and direct contact strategy.
 - Career advertising always produces candidates, and typically, some turn out to be strong enough to be considered in an ultimate short list.
- 2 Ensure a transparent public process:
 - Many clients value the platform career advertising provides to ensure an open and transparent recruitment process.

Advertising Copy – Approach

- Is intended to be high level and general.
- Is focused on attracting interest, not screening people out.
- Contains personal contact information for our firm so that a potential candidate can pick up the phone and talk directly to one of the members of the consulting team.

Proposed Schedule

Posting Venue	Type/Section
APTA	Print & Online
CUTA	Online
TTC Website	Online
Boyden Canada Website	Online

Chief Executive Officer Toronto Transit Commission (TTC)

Location: Toronto, ON

The Toronto Transit Commission has a rich history of meeting the transit needs of Torontonians dating back to 1921. Since that time, the TTC has grown to become Canada's largest public transit system and the third largest in North America, providing 1.7 million customer journeys every workday, or around 540 million rides per year. Operating across five distinct modes of transportation, the TTC has developed a reputation for excellence in the integration of those modes through well-proven design. A full-service operator, the TTC is capable of undertaking virtually every activity in-house through its more than 14,000 dedicated and professional employees.

Under the leadership of a collaborative Board of Directors and guided by a new and ambitious Corporate Plan, the TTC has embarked on a 5-year journey to not only expand the reach of the TTC's service but also to transform and modernize all aspects of the organization, including the renewal of its service culture, equipment, and processes.

As part of this process, the TTC is seeking a transformational leader to join its team in the role of Chief Executive Officer. Accountable to the Board of Directors, the CEO will be responsible for providing overall leadership to the management of the TTC, including ensuring prudent administration of public funds and the delivery of a safe and efficient transit service. The CEO will ensure that the TTC's strategic and operating objectives are achieved in the context of public policy and stakeholder interest and in accordance with applicable legislation and the policies.

The successful candidate will be an accomplished business leader of a complex, multi-stakeholder organization. The individuals will be able to articulate a vision for, and inspire passion and confidence in, the delivery of a world-class, customer-centric transit system that moves over a million people daily. In addition, the ideal candidate will bring a high level of perseverance, resilience, grit, and passion in the service of over 6.0 million people of Metro Toronto.

The TTC is committed to fostering a positive workplace culture with a workforce that is representative of the communities it serves. Committed to the principles of diversity and inclusion, the TTC encourages applications from all qualified applicants.

To apply for this position, please submit your application and related materials to ttceo@boyden.com and state the title of the position in the subject line of your e-mail.

We thank all applicants for their interest, however only those under consideration for the role will be contacted.

Candidate Self-Assessment

Chief Executive Officer Toronto Transit Committee (TTC)

Name:

Date:

This Self-Assessment form is intended to offer you the opportunity to capture, in your own words, the experiences, competencies and values that help to support your candidacy. Please provide supporting statements, highlighting your experience and achievements, in the space provided. Feel free to use as much space as you require. If you have any questions, please do not hesitate to call us. Thank you for your interest and for the time you are investing in this important process.

Section A: Please provide relevant/comparable experiences that would demonstrate your knowledge in fulfilling the stated mandate.

Section B: Please provide answers to the questions as they relate to your candidacy.

Section A: Chief Executive Officer's Mandate

Please refer to the position description included below for full details regarding each mandate.

Senior Management Expertise – Please describe your experience providing strategic leadership within a large, complex organization, ideally as a CEO, COO, or in another substantial corporate leadership responsibility.

Relevant Experience:

People Leadership Experience - Please describe your experience leading multi-disciplinary teams.

Relevant Experience:

Change Management - The TTC is undergoing a multi-year plan to modernize the organization, from updating transit infrastructure assets to rolling out new back-office systems and tools. Please describe your experience in leading transformational change

Relevant Experience:

Stakeholder Engagement – Working collaboratively with stakeholders (Board, City, Province, Metrolinx, etc) will be important in this position. Describe your experiences in dealing with an array of somewhat similar stakeholders.

Relevant Experience:

Unionized Environment – The TTC operates in a highly unionized environment. Please describe your leadership experience working within a unionized environment.

Relevant Experience:

Confidentiality Agreement

I understand that, as a member of the Selection Committee, I will receive or be privy to certain Confidential Information including, but not limited to, information relating to candidates and the Chief Executive Officer recruitment process. I acknowledge that this Confidential Information has been provided to me for the limited purpose of exercising my responsibilities as a member of the Selection Committee to evaluate and recommend candidates for the position of Chief Executive Officer of the Toronto Transit Commission.

For the purposes of this Agreement, "Confidential Information" shall mean the information received by me from Boyden or any member of the Selection Committee, either written or orally, which is identified as "Confidential" or which would logically be considered "Confidential" in view of its relationship to the TTC Chief Executive Officer search process. Without limiting the foregoing, any information received that relates to actual or prospective candidates, would be considered "Confidential" as would any non-public information relating to the Search Process including the deliberations of the Selection Committee.

All "Confidential Information" shall be maintained in confidence by me and shall not be disclosed to any third party. I agree not to use any "Confidential Information" received by me except for the evaluation purposes set forth above. I further agree to destroy and/or delete this information from all retrieval systems and databases following the conclusion of the formal Search Process. I acknowledge that I may be asked to confirm this in writing.

I acknowledge that I have been informed of the confidential nature of the information received and further agree to treat such information as confidential.

Name: _____

Title: _____

Signature: _____

Date: _____

Please contact Kevin Gormely with any specific questions about the Confidentiality Agreement.



Search Overview

Chief Executive Officer
Toronto Transit Commission



Presented by:

Kevin Gormely, Managing Partner

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June 2018

Search Overview

The intent of this report is to provide you with an understanding of the market research and sourcing initiatives that were underway and the status of the candidate pool at this time.

Consultations with key stakeholders were conducted from December 2017 to February 2018. From that, a detailed Executive Profile was developed, and Boyden began their active recruitment efforts which continued through March, April and May 2018.

The steps we have taken have been directed at ensuring that potential candidates were made aware of the opportunity and that all those with an interest were encouraged to offer their name for consideration.

We have directly approached more than **80** individuals in related roles to encourage their interest in this opportunity and/or to seek their recommendations on others who may be qualified for this position.

To complement our direct recruitment activities, we also advertised in the following venues:

- Boyden Website
- TTC Website
- CUTA
- APTA
- LinkedIn

Search Results to Date

To date, a total of **166** individuals have declared their candidacy for this role, including online applicants. Following your feedback at the Progress Update meetings, we conducted interviews with those whose qualifications most closely related to the requirements of the position. As a result of these interviews, we wish to present **8 prospective candidates** whose background, skills and experience we believe most closely match the Candidate Profile established for the position. Each of these candidates has been pre-screened and had follow-up interviews with Boyden. We have provided a high level summary of their backgrounds for your initial review. The goal will be to settle on a Short List of 5-6 candidates to interview.

Next Steps

- Discuss candidate profiles at our long list meeting on June 5th.
- Determine Interviews for the long list candidates to meet with you on June 18th
- Confirm 2nd Round Process & determine 2nd Round Interviews on June 21st
- Determine interview guide style/questions
- Discuss due diligence on final candidate(s) – ie., background checks, criminal checks, assessment, etc.