

Approval Date	20/03/2023
Classification	Terms of Reference
Responsible Officer	Group Manager Corporate Services
Relevant Legislation	<i>Local Government Act 1999</i>
Document Number	TOR202255605
Last Reviewed 31/05/2019	Next Review 30/06/2025

1. Establishment

Pursuant to Section 41 of the Local Government Act 1999 ('the Act') the Council has established a committee to be known as the Chief Executive Officer's Performance Review Committee, referred to in these Terms of Reference as 'the Committee'.

2. Objectives

The objectives of the Committee are to:

- 2.1 Engage with the Chief Executive Officer in the undertaking of the annual performance review within the parameters of the Employment Agreement, and report the findings to Council.
- 2.2 On an annual basis, and in conjunction with the Chief Executive Officer, establish the Key Performance Indicators (KPIs) against which the performance review is to be conducted (July of each year)
- 2.3 At least once in every six month period review with the Chief Executive Officer the Key Performance Indicators, and the Key Result Areas included in the position description against which feedback will be sought during the annual performance review
- 2.4 On an annual basis make recommendations to Council regarding the remuneration and conditions of employment of the Chief Executive Officer, consistent with the requirements of the Employment Agreement.
- 2.5 Make recommendation to Council for the appointment of an independent consultant to assist with the Chief Executive Officer's performance review process.
- 2.6 Make recommendations to Council as to any proposed changes in remuneration or conditions of employment of the Chief Executive Officer.

Terms of Reference

- 2.7 In the event of a vacancy for the position of Chief Executive Officer, the Committee will develop and recommend to Council the necessary steps to fill the vacancy within the requirements of the Act. The Committee will act as the selection panel and make recommendations to Council on an appointment to the position of Chief Executive Officer.

3. Authority

The role of the Committee will include:

- 3.1 The Council has not delegated any powers to the Committee. Accordingly all decisions of the Committee will constitute recommendations to Council unless Council has resolved to delegate the decision on the agenda to the Committee.
- 3.2 The Committee is authorised by Council to undertake work to effectively and efficiently meet the objectives described of its role.

4. Meetings

- 4.1 The Committee will ensure it meets in appropriate time frames to complete the CEO performance review to meet the timing specified in the CEO Employment Agreement.
- 4.2 The Committee will meet on an as needs basis, with a minimum of two meetings per year.
- 4.3 The Committee will meet in July and November each year in order for the CEO to provide feedback on performance against the agreed KPI's for the year.
- 4.4 The CEO will be invited to attend Committee Meetings at the following points in the performance review process:
- At the commencement of the annual performance review process to agree the process, steps and timing for the review, and those to be asked to provide feedback
 - During the performance review process to formally present to the Committee views as to the achievement of the agreed KPI's for the year.
 - Having received the performance review report, meet with the Committee to provide feedback regarding the findings of the report.
 - To meet with the Committee to discuss and finalise the KPI's for the next performance review period.
- 4.5 The Committee will conduct its meetings in accordance with the Local Government (Procedures at Meetings) Regulations 2013 and the Town of Walkerville *Code of Practice – Access to Council Meeting, Council Committees & Council Documents*.
- 4.6 An agenda will be prepared and distributed to all Committee Members four clear days prior to the meeting.
- 4.7 Minutes of meetings (in accordance with legislative requirements) will be kept and provided to all Committee Members within three working days of the meeting.

Terms of Reference

5. Membership

- 5.1 The Committee is comprised of five Elected Members with the Mayor and the Deputy Mayor being Members. The remaining Elected Members are to be appointed to the Committee by resolution of Council.
- 5.2 All members of the Committee will hold office until the conclusion of the 2026 Local Government elections.
- 5.3 Members of the Committee may be removed by Council resolution at any time.
- 5.4 Members of the Committee may resign their position any time by giving notice of their intention, in writing, to the Chief Executive Officer.
- 5.5 If a vacancy occurs on the Committee, in accordance with clauses 5.3 or 5.4, the Council will appoint a replacement member.

6. Role of the Presiding Member

- 6.1 The Mayor will be appointed as the Presiding Member.
- 6.2 The Presiding Member's role is to:
 - oversee and facilitate the conduct of meetings in accordance with the Act and *Local Government (Procedures at Meetings) Regulations 2013* (Regulations);
 - ensure that the Guiding Principles at Regulation 5 are observed and that all Committee members have an opportunity to participate in discussions in an open and responsible manner; and
 - call the meeting to order and move the debate towards finalisation when a matter has been debated significantly and no new information is being discussed.
- 6.3 If the Presiding Member of the Committee is absent from a meeting then the Deputy Mayor will preside at the meeting.

7. Quorum

- 7.1 A quorum for a meeting of the Committee will be half of the number of members plus one.
- 7.2 No business can be transacted at a meeting unless a quorum is present.

8. Voting

- 8.1 All members of the Committee must (subject to any provisions of the Act or Regulations to the contrary) vote on all matters presented for decision at a meeting of the Committee.

Terms of Reference

- 8.2 For the avoidance of doubt, every member of the Committee, including the Presiding Member (and / or the Deputy Mayor in the absence of the Presiding Member) has a deliberative vote i.e. no casting vote.
- 8.3 The Presiding Member is deemed to vote in the affirmative unless he/she clearly declares otherwise.
- 8.4 The Presiding Member will ask for members to vote and will then declare whether the motion is carried or lost.
- 8.5 Should the vote on a matter be tied the item shall be referred to Council for decision.
- 8.6 All decisions of the Committee will be made on the basis of a majority of members present.
- 8.7 The independent consultant appointed by Council to facilitate the CEO's Performance Review will attend meetings but will not have voting rights.

Scott Reardon

From: Tracy Riddle <triddle@kelledyjones.com.au>
Sent: Monday, 23 January 2023 5:29 PM
To: Scott Reardon
Subject: CEO - Advice - Possible Behavioural Matter (KJ 220537)
Attachments: Fwd: CEO Performance Committee - proposals

Caution: This is an external email. Please take care when clicking links or opening attachments.

Hi Scott

You have requested advice, on behalf of the CEO Performance Review / Recruitment Committee, with respect to its procedural requirements in commencing the CEO Recruitment process.

I understand your request arises on the basis that prior to the first meeting of the Committee, as below, the Mayor obtained three (3) proposals from recruitment firms, for consideration by the Committee, in commencing the process.

Our advice, in short, is that the Mayor's actions, however well intentioned, were premature and unauthorised. We set out below the steps for the Committee's, and Council's, subsequent consideration in ensuring a transparent, accountable and robust recruitment process.

Background

Briefly by way of background, as it serves to inform our advice, we note as follows:

- pursuant to Section 41 of the *Local Government Act 1999* (the **Act**) the Council has established a committee known as the *Chief Executive Officer's Performance Review Committee*, referred to in the Terms of Reference (ToR) as the Committee;
- clause 3 of the ToR confirms the Council has not delegated any authority to the Committee, rather, it performs a recommendatory role;
- clause 5.1 of the ToR confirms that the Committee is comprised of five (5) Elected Members with the Mayor and the Deputy Mayor being Members. The remaining Elected Members are to be appointed to the Committee by resolution of Council;
- that is, the ToR specifically requires the Mayor will be a Member of the Panel, with clause 6.1 specifying '*The Mayor will be appointed as the Presiding Member*';
- the membership of four (4) Members of the Committee was determined by resolution of the Council at its Meeting of Monday 19 December 2022, with a subsequent resolution of the Council, made at its meeting of Monday 16 January 2023, increasing membership of the Committee to five (5) Members;
- the first meeting of the Committee has yet to be held, with the meeting originally scheduled for Tuesday 17 January 2023 postponed, so the Committee may receive advice on the issue of the proposals obtained, absent a recommendation from the Committee, or a resolution of the Council, to advance the same;
- clause 2.7 of the ToR for the Panel provides in the event of a vacancy for the position of CEO, the Committee is to develop and recommend to Council the necessary steps to fill the vacancy within the requirements of the Act;

- that is, the Committee has yet to determine the 'necessary steps' to recommend to the Council as to process, let alone which recruiters to approach;
- the Mayor does identify in an email to the Committee Members that:

To be completely honest, I am not sure if I should (and am allowed to) have gone to the lengths of getting proposals, but to my mind, without a knowledge of expertise, experience and fees, I think it makes it hard to make a meaningful recommendation to the full Council.

Next Steps

We now recommend the first meeting of the Committee be convened, and Members be advised the initial proposals obtained by the Mayor are unable to be received and considered, the Mayor having no authorisation from the Council to obtain the same.

The first item of business for the Committee under clause 2.7 of the ToR will be to develop and recommend to Council the necessary steps to fill the vacancy within the requirements of the Act.

This will include a recommendation that the Council now commence a recruitment process, with the assistance of a suitably qualified recruitment company, as well as in accordance with the Act, and specifically section 98(4a) of the Act.

We note that section 98(4a) of the Act provides that the Council must ensure that either or both of the following applies to the process for appointing a CEO:

- (a) *the council appoints at least 1 person who is not a member or employee of the council to the selection panel;*
- (b) *before making the appointment to the office of chief executive officer, the council obtains and considers the advice of a qualified independent person on the assessment of applications and recommendations on the appointment under subsection (4) (and that advice may include recommendations to the council on the appointment).*

It is our advice the Council may wish, in addition to engaging a recruitment company to assist with the recruitment process, also engage one of its independent legal advisers as a 'qualified independent person' on the issue of the recruitment 'process', given this initial 'false' start to the process. Such an engagement will ensure a sufficiently rigorous, transparent and accountable recruitment process.

We also recommend the Committee recommends to the Council that the RFQ process for the Recruitment Company be by **open tender**, on Vendor Panel or similar. That is, open to any company which may wish to submit a proposal for the consideration of the Committee, in the first instance, and then by the Council.

This will address the issue of the initial three (3) companies having been approached for a proposal, absent a recommendation from the Committee, and resolution of the Council to do so.

The Committee should also recommend to the Council that you be authorised to write to those companies, advising the Council has now determined to go to an open tender process, inviting each to re-submit any proposal they may wish to have considered as part of the same.

In our view, if the Council resolves to progress the recruitment process in this manner, it will address the process and procedural errors that have been made to date.

For completeness, subject to any further representation the Mayor may have made to those recruiters (that is, as long as the Mayor did not represent to any of those recruiters they would be successful in their proposal), simply requesting proposals for the consideration of the Committee, in the first instance, has not exposed the Council to a risk of litigation at all.

Lastly, whilst section 62(4a) and 90(3)(k) of the Act provide for the confidentiality obligations of Members, in our view, these provisions have not been breached in the circumstances of this matter, the proposals not

having been distributed beyond the membership of the Committee (and senior Council employees), and not having been received and considered by the Council under section 90(2) ad 90(3) of the Act.

Please let me know if we can assist further.

Regards

Tracy

Tracy Riddle

Lawyer

Kelley Jones

T. 08 8113 7106 | M. 0431 867 523

Level 6/19 Gilles Street, Adelaide SA 5000 | GPO Box 2024 SA 5001

kelleyjones.com.au

This communication, including all attachments, contains confidential information and is subject to legal or other professional privilege. This privilege is not waived or lost by reason of email transmission or by reason of a mistaken or unintended email transmission to the recipient. Where the recipient is not the intended recipient of this email please delete and destroy all copies and telephone Kelley Jones Lawyers on 08 8113 7106. This communication is subject to copyright and no part of this email should be reproduced, distributed, disseminated or adapted without the written consent of the copyright owner (Kelley Jones Lawyers) does not warrant that this email is free from computer viruses, malware or other defects, except as required by law.

From: Melissa Jones <mjones@walkerville.sa.gov.au>

Sent: Monday, January 16, 2023 8:57:35 PM

To: Liz Trotter <ltrotter@walkerville.sa.gov.au>; Jay Allanson <jallanson@walkerville.sa.gov.au>;

Steven Ryp <srypp@walkerville.sa.gov.au>; John Zeppel <jzeppel@walkerville.sa.gov.au>

Subject: CEO Performance Committee - proposals

Dear Committee members

I have taken the liberty of obtaining proposals from the top 3 recruiters in SA with local government recruitment expertise:

1. Hender
2. Perks
3. McArthur

Please find these attached for your information.

These are for discussion tomorrow at our meeting in coming to a recommendation to Council regarding the Independent person to advise on the recruitment of a CEO (a statutory requirement) and to conduct the recruitment itself.

To be completely honest, I am not sure if I should (and am allowed to) have gone to the lengths of getting proposals, but to my mind, without a knowledge of expertise, experience and fees, I think it makes it hard to make a meaningful recommendation to the full Council.

See you tomorrow, happy to discuss prior if you wish.

Kind regards
Mel

Regards,
Mayor Melissa Jones

Town of Walkerville

PO Box 55 | Walkerville SA 5081
walkerville.sa.gov.au | mjones@walkerville.sa.gov.au

Connect with us

RELEASED



Request for Quotes For

*Professional Recruitment Services for
the position of Chief Executive Officer*

RFQ VP349315

Table of Contents

	Page No
Structure of this Request for Quotes.....	3
Section A – Quote Conditions.....	4
1. Definitions.....	4
2. Request for Quotes	4
3. Acceptance of Quote.....	5
4. No Legal Requirement.....	6
5. Council’s Rights	6
6. Quote Evaluation	6
7. Respondent’s Confidential Information	7
8. Governing Law.....	7
9. ICAC.....	7
Section B – Specifications	8
Section C – Form of Quote & Schedules.....	9

RELEASED

Structure of this Request for Quotes

This Request for Quotes is comprised of three sections:

- Section A - Quote Conditions
- Section B – Specifications
- Section C – Form of Quote and Schedules

RELEASED

Section A – Quote Conditions

1. Definitions

In this RFQ:

- 1.1 **Closing Date** means the time and date specified in clause 2.7, or such later time and date as may be notified in writing to Respondents by the Council.
- 1.2 **Form of Quote** means the form contained in Section C of this RFQ.
- 1.3 **Respondent** refers to any party who responds to this RFQ.
- 1.4 **RFQ** means this Request for Quotes.
- 1.5 **Quote** means a quote submitted by a Respondent pursuant to this RFQ.
- 1.6 **Schedules** means the schedules contained in Section C of this RFQ.
- 1.7 **Services** means the services sought to be purchased by the Council pursuant to this RFQ, pursuant to those outlined in the Specifications.
- 1.8 **Specifications** means the specifications specified in Section B of this RFQ.

2. Request for Quotes

- 2.1 The Council seeks Quotes from Respondents for the provision of the Services.
- 2.2 Prices quoted are to be in a lump sum basis.
- 2.3 All prices for the Services are to be fixed. Quoted prices must include GST and all applicable levies, duties, taxes and charges.
- 2.4 Any charge not stated in the Quote will not be payable by the Council.
- 2.5 The Respondent must submit:
 - 2.5.1 the original Form of Quote; and
 - 2.5.2 the completed Schedules.
- 2.6 Any Quote may be rejected if it does not conform with the requirements of the Specifications or this RFQ.
- 2.7 **Electronic Lodgement of Quotes**

- 2.7.1 Quotes must be lodged electronically via Vendor Panel (VP349315) or directly to office@walkerville.sa.gov.au before the closing date (5:00pm Sunday 19 March 2023) and in accordance with the Quote lodgement procedure set out in this clause.
- 2.7.2 Where there is any inconsistency between the lodgement procedure set out on the Vendor Panel website and those set out in this RFQ, this RFQ will prevail.
- 2.7.3 Quotes lodged by any other means will not be considered.
- 2.7.4 Respondents warrant that they have taken all reasonable steps to ensure that their Quotes are free of viruses or any other matter which would cause harm to the Council's website or systems.
- 2.7.5 Respondents acknowledge that it is their sole responsibility to ensure that sufficient time has been allowed for Quote lodgement, including time that may be required for any problem analysis and resolution prior to the Closing Date.
- 2.7.6 If Respondents have any problem submitting their Quote, they must contact the Nominated Contact Person (**Danielle Edwards, Council Secretariat on 8342 7100**) prior to the Closing Date. Any failure to do so will result in the Quote being a non-conforming Quote.
- 2.7.7 A Quote is deemed to have been lodged by the Respondent when the Quote has been received by Vendor Panel or the Town of Walkerville server.
- 2.8 This RFQ closes on the Closing Date.
- 2.9 Quotes received after the Closing Date will **NOT** be considered.
- 2.10 The Council will not accept any responsibility in the event that a Quote is not received by the Closing Date.
- 2.11 Respondents must not use this RFQ (including any attached technical and other written information supplied by the Council) for any purpose other than to prepare a Quote. This includes not copying this RFQ (including any attached technical and other written information supplied by the Council) and providing a copy to any third party not involved in the preparation of a Quote.
- 2.12 Any Respondent that solicits an Elected Member will result in their Quote not being considered.

3. **Acceptance of Quote**

- 3.1 The Respondent agrees that the Quote remains open for a minimum period of 60 days after the Closing Date.

- 3.2 This RFQ, together with the Council's written acceptance of the Quote and the issue of an official Council purchase order, constitute the contract between the Council and the successful Respondent.

4. **No Legal Requirement**

The issue of this RFQ or any response to it does not commit, obligate or otherwise create a legal requirement on the Council to acquire the Services from a Respondent.

5. **Council's Rights**

The Council reserves the right to:

- 5.1 amend, vary, supplement or terminate this RFQ at any time;
- 5.2 accept or reject any Quote, including the lowest price Quote;
- 5.3 negotiate with any service provider on all or any part of the Services to be supplied pursuant to this RFQ;
- 5.4 postpone or abandon this RFQ;
- 5.5 add or remove any Respondent;
- 5.6 accept or reject any Quotes;
- 5.7 accept all or part of any Quote;
- 5.8 negotiate or not negotiate with one or more Respondents;
- 5.9 discontinue negotiations with any Respondent; and
- 5.10 include the Respondents' names in Council reports and make them public. This may include the order of Respondents on the basis of quoted price but without the specific amount quoted.

6. **Quote Evaluation**

In assessing Quotes, the Council will have regard to, but not necessarily be limited to, the following criteria (not listed in any order of priority):

- 6.1 completion of the Form of Quote;
- 6.2 compliance with the Specifications;
- 6.3 warranties and guarantees on the Services;

- 6.4 timeframe for the completion of the Services;
- 6.5 demonstrated experience in completing similar processes;
- 6.6 referees; and
- 6.7 insurance.

7. Respondent's Confidential Information

- 7.1 Subject to clauses 7.2 and 8.1, the Council will treat as confidential all Quotes submitted by Respondents in connection with this RFQ.
- 7.2 The Council will not be taken to have breached any obligation to keep information provided by Respondents confidential to the extent that the information:
 - 7.2.1 is disclosed by the Council to its advisers, officers, employees or subcontractors solely in order to conduct the RFQ process or to prepare and manage any resultant agreement;
 - 7.2.2 is disclosed to the Council's internal management personnel, solely to enable effective management or auditing of the RFQ process;
 - 7.2.3 is disclosed by the Council to the responsible Minister;
 - 7.2.4 is authorised or required by law to be disclosed; or
 - 7.2.5 is in the public domain otherwise than due to a breach of the relevant obligations of confidentiality.

8. Governing Law

- 8.1 This RFQ is governed by the law in South Australia.
- 8.2 The parties irrevocably submit to the exclusive jurisdiction of the courts in South Australia.

9. ICAC

Respondents acknowledge that if they enter into a contract with the Council they will be considered to be public officers for the purposes of the *Independent Commissioner Against Corruption Act 2012 (SA)* (the ICAC Act) and will be obliged to comply with the ICAC Act and the Directions and Guidelines issued pursuant to the ICAC Act.

Section B – Specifications

Provide a full fixed fee costings (plus GST) for the provision of a comprehensive end-to-end candidate search and recruitment process for the position of **Chief Executive Officer**, with the proposal including, but not restricted to:

1. Meeting with the CEO Performance Review Committee / Selection Panel (the **Committee**) to discuss options for the recruitment process.
2. Assist with the refinement of any/all documentation (if necessary).
3. Conduct all advertising on online platforms.
4. Assist with candidate shortlisting.
5. Assist the with panel interview preparation.
6. Conduct preliminary interviews with candidates (if necessary).
7. Conduct reference checking.
8. Assist the Committee with KPI setting.
9. Candidate notification – successful / unsuccessful.
10. Provide advice on an appropriate benchmarked remuneration package.

While noting the aforementioned, Registrants are encouraged to propose any other appropriate and relevant value-adds as part of their proposals.

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent	State in full the name(s) of the Respondent(s) and trading names ABN
2. Contact Person	
3. Registered Address	
4. Postal Address	
5. Telephone	
6. Fax	
7. Email	

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

RELEASED

Schedule 3 Timeframe

RELEASED

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for [Insert Representative's name] by an authorised representative in the presence of:	
_____ Signature of witness	_____ Signature of authorised representative
_____ Name of witness (print)	_____ Name of authorised representative (print)
	_____ Position of authorised representative (print)

If the Respondent is an individual, the Quote must be executed as follows:

Signed by [insert name] in the presence of:	
_____ Signature of witness	_____ Respondent
_____ Name of witness (print)	

p
If the Respondent is a partnership, the Quote must be executed as follows:

Partner 1:

Signed sealed and delivered by [insert name] in the presence of:	
_____ Signature of witness	_____ Signature of partner
_____ Name of witness (print)	
_____ Address of witness (print)	

Partner 2:

Signed sealed and delivered by [insert name] in the presence of:	
_____ Signature of witness	_____ Signature of partner
_____ Name of witness (print)	
_____ Address of witness (print)	

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	J9 Recruitment Pty Ltd trading as All Aspects Recruitment & HR Services
2. Contact Person	Annette Law
3. Registered Address	1/70 Cavanagh St, Darwin, NT 0800
4. Postal Address	1/70 Cavanagh St, Darwin, NT 0800
5. Telephone	0421 052 546
6. Fax	
7. Email	annette@aarecruit.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Provision of a comprehensive candidate search and recruitment process for the position of Chief Executive Officer - as outlined in Section B - Specifications of RFQ document		\$22,000	\$2,200	\$24,200

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

All Aspects Recruitment & HR Services will comply with all specifications set out in Section B - Specifications of this RFQ document

RELEASED

Schedule 3 Timeframe

All Aspects Recruitment & HR Services (AAHR) will work with Council to establish a suitable/reasonable timeframe to complete this project in.

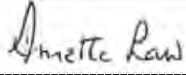

There are a number of unidentified variables that will impact a firm timeframe for this project; such as:

1. Assist with Candidate shortlisting - the time attached to this task will vary dependent on how many candidates apply for the role, and how big of a shortlist Council wishes to go for;
2. Assist with panel interview preparation - the time for this is dependent on the number of candidates who apply, the number that are shortlisted for interview, and the panel's availability; and
3. Conduct preliminary interviews with Candidates - once again, this task could vary considerably in time, dependent on the number of interviews that need to be conducted.

AAHR are a well-regarded, professional organisation, who performs it's tasks to a high standard. While it's difficult to put a firm timeframe on a project such as this - due, largely, to the factors outlined above - it is anticipated that it will take between 4-8 weeks to complete. A clearer timeframe for this project will be discussed and confirmed with the Committee upon commencement of the project.

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

<p>Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i></p>	
<p></p> <p>Signature of Director</p> <p>_____ Annette Law</p> <p>Name of Director (print)</p>	<p></p> <p>Signature of Director/Company Secretary (Please delete as applicable)</p> <p>_____ Janine McDonald</p> <p>Name of Director/Company Secretary (print)</p>
<p>OR</p> <p>Signature of Sole Director and Sole Company Secretary</p> <p>_____</p> <p>Name of Sole Director and Sole Company Secretary (print)</p>	
<p>OR</p> <p>Signed for [Insert Representative's name] by an authorised representative in the presence of:</p>	
<p>Signature of witness</p> <p>_____</p> <p>Name of witness (print)</p>	<p>Signature of authorised representative</p> <p>_____</p> <p>Name of authorised representative (print)</p> <p>_____</p> <p>Position of authorised representative (print)</p>

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Approach Consulting Pty Ltd
2. Contact Person	Jonathon Burrows
3. Registered Address	1, 15 Torrens Street, Braddon, ACT 2612
4. Postal Address	1, 15 Torrens Street, Braddon, ACT 2612
5. Telephone	0402 690 489
6. Fax	
7. Email	Jonathon@approachconsult.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Engagement Fee: Upfront fee to commence searching, advertising and shortlisting	1	\$10,000	\$1,000	\$11,000
Shortlist fee: Successful shortlist presented	1	\$10,000	\$1,000	\$11,000
Final fee: Successful candidate placed	1	\$10,000	\$1,000	\$11,000

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Approach Consulting intend to comply with any and all Specifications recommended for successful placement of position.

Approach Consulting offer additional specialist marketing and advertising packages inclusive in cost for further reach and engagement of job advertisement.

RELEASED

Schedule 3 Timeframe

Upon engagement of Approach Consulting for CEO position, Approach would commence of searching, advertising and interviewing candidates immediately before submission within a two week time frame.

Our Director, Liam Gates, would endeavour to have a suitable shortlist presented to the review/selection committee with a breakdown of overall skills, personality match, work history and salary expectations.

Following submission of shortlist, Approach would expect a following 2 - 4 weeks would be required for multiple stage interview rounds, referencing and psychometric testing (if required) and a formal offer of employment to the successful applicant.

Given the seniority of the role, candidates will most likely have a 4 - 8 week notice period before start date.

Approach estimate a 8 - 12 week turn around from engagement to start date.



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	P-0173	\$10,000,000	\$20,000,000	30/04/2023	FTA Insurance Pty Ltd
Professional indemnity (if applicable)	P-0173	\$10,000,000	\$20,000,000	30/04/2023	FTA Insurance Pty Ltd
Property and facilities	P-0173	\$10,000,000	\$20,000,000	30/04/2023	FTA Insurance Pty Ltd
Contents					
Vehicles plant & equipment					
Workers compensation	WCA005478243			31/07/2023	AAI Limited T/as GIO
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Approach Consulting Pty Ltd pursuant to section 127 of the Corporations Act 2001	
 _____ Signature of Director	 _____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
Jonathon Burrows _____ Name of Director (print)	Liam Gates _____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR	
Signed for [Insert Representative's name] by an authorised representative in the presence of:	
_____ Signature of witness	_____ Signature of authorised representative
_____ Name of witness (print)	_____ Name of authorised representative (print)
	_____ Position of authorised representative (print)

APPROACH

COMPANY SUMMARY & CAPABILITY STATEMENT

Who we are?

Approach is a Canberra based firm with an established national network of candidates and clients. We are specialists within the private and public sector, with a track record of delivering senior and specialised appointments with some of the largest organisations in Australia and globally.

Our team at Approach offer the best in practice and process. Our team consists of eight specialised Recruitment Consultants who all operate within unique markets and sectors. We are committed to delivering above average service and hope to work as a true partner with our clients, providing advice, strategy, operational knowhow and relevant market insights.

We emphasise building robust relationships and practice transparency in our recruitment processes showing high levels of empathy, respect and professionalism. Our results are delivered through long-standing relationships with clients and candidates which have been developed over several years. Our team have over 30 years combined experience in specialist and technical recruitment markets.

What we offer?

Approach offer a fully comprehensive recruitment service, tailored around the individual. Our experience allows us to provide specialised advice on the best ways to attract, retain and secure the top candidates in the market. Our team are focused on adding value in every engagement we have with our candidates and clients.

We take pride in our 360-degree recruitment model, which helps operational continuity as our consultants are involved in the whole process from candidate sourcing to client representation. We find this benefits the recruitment process as we build better relationships and move with agility, providing real-time updates to both candidates and clients.

Approach blend the right amount of cutting-edge recruitment technology and personal touch to each recruitment process, ensuring we're first to reach a suitable candidate and first to deliver a suitable shortlist with access to candidates that are otherwise unreachable.

What makes us different/standout?

Approach was created to stand out from the general recruitment practice. We utilise a hybrid interview style, mixing both behavioural and traditional recruitment questions that aim to address skillset and cultural alignment to an organisation, team, and role. We work on painting a transparent picture for each individual candidate we represent to our client on strengths, weaknesses, personality, cultural fit, motivators and overall skillset from their entire career. We provide detailed notes benchmarking that candidate to every candidate we've met at a similar level, so you know where they stack up.

Attracting candidates is the struggle that every agency, company, and department struggle with and Approach is working hard to be different. We have completely rewritten how we advertise and target candidates, with encompassing uniquely written adverts designed to engage the reader and professional marketing campaigns that sponsor our content across platforms such as LinkedIn, Seek, and Facebook. The campaigns we have ran previously have led to over 200% further visibility on adverts and 25% more applicants. We believe this can be further improved with the help from external consultants.

Case Study

Sourcing suitable executive level candidates

Approach successfully completed an executive recruitment processes for a major utilities provider in Canberra and surrounding NSW. One of our Directors met with the Executive Manager to discuss the vacancy, assisted in developing the position description, set an agreed recruitment/sourcing strategy and agree on a marketing approach.

We understand that often the most suitable candidates are already engaged in meaningful employment, so a multipronged approach was agreed on that included targeted recruitment searches/campaigning, advertising on mainstream and industry specific job boards, tapping into personal national networks and utilising our significant recruitment technologies including our national database. The recruitment sourcing strategy was to target both active and non-active candidates across the market.

Our first approach to source active candidates within the market, was to create a suitable position and advertisement to be run through across the job aggregators such as Seek & LinkedIn.

Following action was taken to target candidates that are not actively looking market but running a marketing campaign across LinkedIn with sponsored content that specifically matches candidate industry, job title and skills. As a result of this campaign we received over 200% visibility on our advert and 25% further applications. While these campaigns were running in the background our Director running this role was reaching out to existing networks Approach have a previous relationship with, to discuss the active position. We received over 35 applications and submitted a shortlist of 4 high level candidates for the role.

Supporting end-to-end executive recruitment process

In a recent successful Executive Recruitment process Approach provided advise and guidance on salary benchmarking, the marketing/advertising strategy and guidance when creating the position description including role and responsibilities.

A preliminary shortlist of candidates was presented to use as a bench mark for the recruitment process and provided our client an opportunity to guide us on what they wanted to see more or less of. Once an agreed list of candidates was presented, we arranged informal meetings and ultimately created a shortlist of candidates that were then invited to formal interview.

The Approach Account/Project Manager for this recruitment process was invited to participate in the panel style interviews developing a rating matrix and scribing the sessions. We completed thorough Referee reports on multiple candidates in addition to completing psychometric and behavioural based assessments. Ultimately an offer was presented and with the assistance of the Approach Account/Project Manager negotiated with the preferred candidate and accepted.

Throughout the entirety of the recruitment processes there was a sole point of contact from Approach who acted as the contact officer for all potential candidates. Any questions relating to this specific process were answered in a timely manner. To conclude the Recruitment process all unsuccessful candidates were made aware of the decision and those that were interviewed were presented with formal feedback and coaching for future job applications.

Previous executive level positions engaged (\$200K +)

- Director of Human Resources, People and Compliance – Private Sector
- Global Head of HR – Private Sector
- Director of Grants – Public Sector
- Director of Human Resources – Public Sector
- Director of WHS, Wellbeing and Injury Management – Public Sector
- Director of People & Culture – Private Sector
- Chief Financial Officer - Private Sector
- Head of People & Strategy – Private Sector
- Senior Director of Business Transformation & Change - Private Sector
- Head of HR & Compliance – Private Sector
- Director of Workforce Planning & Resource Management – Private Sector
- Vice President of Engineering – Private Sector
- Senior Director of Property (Defence) – Private Sector
- National Director of Construction – Private Sector

Industries we specialise in

- Accounting & Finance
- Legal & Procurement
- Policy & Program
- Human Resources
- Marketing & Digital
- Construction & Property
- Architecture & Engineering
- Professional Services

Our ability to source diverse talent

As a recruitment partner to the government & private sectors, we share the aim to increase diversity so the organisation itself reflects and understands the people and communities it serves. We work to understand and communicate how our government clients are creating accessible and inclusive workplace cultures and environments for employees with disability. We also work with our staff on cultural awareness training and activities so we're best placed to engage with and represent Aboriginal and Torres Strait Islander employees.

We are an equal opportunity employer and do not discriminate based on gender, ethnicity, disability or religion throughout our resourcing or recruitment processes. Approach Consulting are committed to always putting the most suitable candidate forward for our positions.



Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	ASPL Australia Pty Ltd trading as ASPL Group
2. Contact Person	Kris Grant
3. Registered Address	28 – 30 William Street, Balaclava, VIC, 3183
4. Postal Address	As Above
5. Telephone	0437 565 513
6. Fax	
7. Email	Kris.grant@aspl.net.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Stage 1 – Discovery and development	1	\$20,000.00	\$2,000.00	\$22,000.00
Stage 2 – Recruitment Campaign	1	\$20,000.00	\$2,000.00	\$22,000.00
Stage 3 – Placement and Onboarding	1	\$20,000.00	\$2,000.00	\$22,000.00
Total		\$60,000.00	\$6,000.00	\$66,000.00

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Yes, ASPL Group will comply with the Specifications.

RELEASED

Schedule 3 Timeframe

Please also see attached ASPL Group Approach and Timeframe.



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	2020002-R3 BIA	\$20,000.00	\$20,000.00	10/2/2024	Berkley Insurance
Professional indemnity (if applicable)	2020002-R3 BIA	\$10,000.00	\$10,000.00	10/2/2024	Berkley Insurance
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

<p>Executed by ASPL Australia Pty Ltd pursuant to section 127 of the <i>Corporations Act 2001</i></p>	
<p>Signature of Director</p> <p>Name of Director (print)</p>	<p>Signature of Director/Company Secretary <i>(Please delete as applicable)</i></p> <p>Name of Director/Company Secretary (print)</p>
<p>OR</p> <p>Signature of Sole Director and Sole Company Secretary</p> <p>Name of Sole Director and Sole Company Secretary (print) Kris Grant</p>	
<p>OR Signed for [Insert Representative's name] by an authorised representative in the presence of:</p>	
<p>Signature of witness</p> <p>Name of witness (print)</p>	<p>Signature of authorised representative</p> <p>Name of authorised representative (print)</p> <p>Position of authorised representative (print)</p>

Professional Recruitment Services for the position of Chief Executive Officer

RFQ VP349315

About ASPL Group

ASPL Group has been in operation for over 14 years in Australia offering a range of advisory professional services including:

- Strategic Leadership Training
- Executive Coaching
- Management and Advisory Consulting
- Co-design – creating change for the future that is innovative and agile
- Executive Recruitment
- Diversity & Inclusion Strategies

One of our core services is Recruitment, which is further broken down into the following services:

- Executive Recruitment
- Bulk Recruitment
- Talent Management
- Culture, Engagement & Team Development
- On-boarding & Induction
- Culture Assessment Services
- Managed Service Provider
- Recruitment Process Outsource Provider

Executive recruitment

ASPL Group recognises the crucial importance of investing back into capability and talent management to drive strategic outcomes for our government and corporate clients. Our Recruitment consultants are specialists in executive recruitment and have been providing screening, recruitment, selection strategies to our clients for decades.

Our Executive recruitment offers the opportunity to partner with your internal HR teams with a view to:

- Articulate the Employee Value Proposition
- Improving the time to hire by reviewing the processes, systems and people
- Reviewing and co-designing position descriptions that are targeted and attract talent for your workforce
- Designing the candidate care strategies to maximise the candidate experience and to create talent pipelines
- Development of the Strategic Search Strategies – co-design for a targeted approach including diverse and inclusive sourcing channels
- Development of the interview process including the screening process, behavioural interviews, unconscious bias training to the panel members and candidate coaching prior to interview
- Capabilities matrix – development of the candidate assessment for screening and interview
- Weekly reporting and analytics will be provided on demographics, diversity and candidate insights
- Education to recruitment consultants on best practice, interview techniques and human centred design approach
- Innovation and optimisation for the entire recruitment workflow

One of our key strengths is our client care model, where our dedicated Recruitment Consultants immerse themselves within your culture to ensure that they appreciate your Employee Value Proposition and branding to strategically source talent.

Human-centred design approach:

- Onboarding and discovery including a deep dive into the recruitment campaigns including position descriptions, key criteria and relevant employment checks
- Design the candidate journey for both recruitment campaigns, to maximise the experience
- Finalise the candidate's communication strategy and the channels for the selected candidates and unsuccessful candidates

- Consider best practice on any innovation, tools and information to be provided to the candidates to harness their experience
- Consider Diversity and Inclusion candidates and their requirements.
- Candidate escalation paths finalised

Please see attached HR Services Overview for further information.

RELEASED

High-Level Overview of our Approach

Stage 1 - Discovery and Development - Over 2-3-week period

Client Discovery – depth of appreciation of Council's EVP, culture and recruitment campaigns requirements. This will include diversity and inclusion targets to ensure a diverse range of talent is provided.

Initial meeting between ASPL's recruitment consultants and the CEO Performance Review Committee/Selection Panel (the Committee) to discuss options for the recruitment process based on best practice executive recruitment.

Development of Strategic Search Strategy – co-design strategic search strategy for a targeted strategic approach specific D&I job portals. This will include drafting job advertisements for diverse and inclusive sourcing channels, and any other agreed online portals, such as SEEK, LinkedIn and diversity and inclusive sourcing channels.

Development of the interview process including the screening process, behavioural questions, unconscious bias training to the panel members and candidate coaching required prior to interview. ASPL Group can also provide leadership assessments for the preferred candidates which can be included in our co-design phase.

Capabilities matrix – development of the candidate assessment for screening and interviewing

Provide **advice** on the appropriate benchmarked remuneration package and commence review of the related position description and KPI Setting.

Report drafted for Council to consider:

Position Description inclusive of selection criteria;

- Job Advertisement and authorise Committee to agree final edits;
- Remuneration Package (Base Salary plus Super) range inclusive of additional benefits.
- KPI Setting

Development of candidate experience strategy to harness the inclusive recruitment practices, communication channels and experience

Weekly Reporting and analytics will be provided on demographics, diversity and candidate insights

ASPL Group will ensure:

- Ensure an open, merit based, inclusive recruitment process open to all suitably qualified candidates
- Schedule interviews around work commitments for Committee members
- All candidates are assessed and appropriately vetted with mandatory qualifications and clearances
- Progress towards the recruitment targets including diversity and inclusion and additional strategies can be implemented if required
- Will review and promote the Council's EVP to appreciate the benefits and initiatives available

Candidate Care Strategy

- Human centred design approach:
- Finalise the personas for each recruitment stream
- Design the candidate journey for Executive Recruitment Campaigns, to maximise the experience
- Finalise the candidate's communication strategy and the channels for the selected candidates and unsuccessful candidates
- Consider best practice on any innovation, tools and information to be provided to the candidates to harness their experience
- Consider Diversity and Inclusion candidates and their requirements.
- Candidate escalation paths finalised

Stage 2 - Recruitment Campaign

4-week period

- Commencement of the Recruitment Campaigns – strategic sourcing commences and candidate experience commences
- Database and network searches – our extensive database and network searches will commence simultaneously to actively source candidates
- Candidate Screening – extensive screening will commence including internal candidates
- Candidate Interviews - with ASPL Group team video interviews through our platforms such as Teams and/or MyInterview
- Shortlist of preferred candidates provided for panel interviews in conjunction with ASPL Group and Council.
- Communicate to the Committee on all internal applicants and coordinate an appropriate response

- Assessment of applicants against the selection criteria using assessment matrix (on behalf of the Committee)
- Candidate assessment commences on preferred candidates including referee checks, police checks, qualification checks etc
- ASPL Group interviews and screens long list candidates to develop an initial shortlist
- Report provided to the Committee on the assessments and initial shortlist
- The Committee interview shortlisted candidates and provide assessment scoring sheets to ASPL Group
- ASPL Group will develop a report outlining assessment process undertaken and recommending:
 - assessment matrix of all candidates; and
 - refined shortlist of candidates for secondary interview as part of final assessment.
 - Report provided to the Committee
- The Committee Panel meets and resolves to recommend to Council:
 - assessment matrix
 - shortlist of candidates for final interview.
- ASPL Group will reference check final interview candidates
- Final interview candidates psychometric testing and report to the Committee
- Council to interview final shortlist candidates
- Draft Contract particulars to be finalised
- Coaching and support provided for the selection panel on the final decision making process
- ASPL Group CEO, Kris Grant will be available for all panel interviews if required as the independent panel member

Inclusive Practices

ASPL Group provide inclusive recruitment practices to ensure that there will be a diverse representation of the Executive Recruitment talent pool including:

- Opportunities for Australians with disability
- Opportunities for Aboriginal and Torres Strait Islander Peoples

Aboriginal and Torres Strait Islander Peoples

ASPL Group is a tolerant and diverse organisation who recognise Indigenous Australians and their right to a fair and understanding workplace and employment opportunities. We recognise that Australia is made up of people who come from many different nations, and of the rights of indigenous Australians including Aboriginal and Torres Strait Islander people to a fair and equal opportunities and practices. This recognition is reflected in:

- Fair employment practices

- Technology improvements for the candidate experience and the communication channels
- Optimising the use of AI, automation and data in the recruitment process provided to ensure continuous improvement

Real-time data and Analytics

- ASPL Group has been utilising Salesforce Click-Recruit for the last 8 years for our Recruitment which is a fully integrated cloud CRM/ATS solution which has the following capabilities for the Council's solution:
- Search Candidates – Ability to search candidates quickly using powerful search functionality
- Screen Candidates – Finding candidates with minimal effort
- Candidate Tracking – Tracks the candidate's status as they flow through the workflow from interview to offer management
- Send Resumes – Can be customised to requirements
- Dashboards – Instant real time information for including candidate demographics, diversity etc
- NativeMobile – Click-Recruit is ready to be deployed to your mobile application
- Integration – Ability to be integrated into WorkDay ATS
- Compliance Management – We will ensure that all candidate compliance will be at instantly verified and available
- Security - The risk of hacking, data attacks and information theft are managed by Salesforce who adopt the latest security protocols

Our understanding of the workforce market

Our country faced several crises, and the Council was at the centre supporting the Commonwealth's response to take decisive action. This pace of change has impacted the context in which the Council workforce deliver services, with digital transformation driving the need for more tailored, data-informed solutions, changing citizen expectations of government services and different workforce models as employee expectations are changing. The rapid change, the shifting technological landscape and the accelerated demand for skills and talent impact the Council workforce.

ASPL Group has data analysis and insights to build the Commonwealth's workforces for the future. Many internal and external environmental factors will include how the Council sources, recruits, develops and retains talent in the future. Understanding the workforce context is critical for building an Executive Recruitment Campaigns that responds to the growing threats and opportunities in the labour market.

Flexible work is now a major expectation across most of the workforce, and Council will need to consider how they market this and their offerings to compete in the

market. Moreover, to be considered an "Employer of Choice", our Recruitment Campaigns will ensure that we have a deep appreciation of the Council's offering and employer value proposition.

The broader cultural change in flexibility across the Australian labour market means that the Commonwealth is no longer competing with just public sector employers to offer talent flexible working options. Once predominately the realm of public sector employers, the public sector now offers flexibility as adopted workforce approaches and as part of their employer value proposition. The employee value proposition is critical, especially given the current tight labour market where talent shortages lead employees to be extra mindful of what their employer provides and how they can benefit from working at a particular organisation, depending on their value.

ASPL Group takes a human centred design approach to the candidate's journey which will improve the talent pipeline experience and design innovative personas and touchpoints to ensure best practice recruitment initiatives.

Continuous Improvement

Utilising these workforce insights is how we have designed our innovative approach to Executive Recruitment Campaigns with continuous improvement built into our designed approach and methodology.

Continuous improvement is a systematic, ongoing effort to improve the quality of care and services. Our key elements of continuous improvement and innovation will be as follows:

- Candidate focused – how can we continually improve and innovate their experience
- Stakeholder focused – how can we improve the service
- Regular reporting and monitoring the progress of the campaigns and looking to innovate at all levels

ASPL Group utilises the the four-phase Plan-Do-Check-Act cycle:

- **Plan the improvement**

Analyse the current situation of your organisation, gather information and research different ways to make improvements. Seek input and feedback from stakeholders. Establish goals and identify actions to implement the plan.

- **Implement the improvement**

- test the suggested alternatives to identify the preferred improvement
- allocate resources to ensure the improvement is a success

- keep your stakeholders informed and involve those with a direct benefit from the outcome
 - document the decisions made during the implementation phase.
- **Evaluate the improvement activity**
 - Evaluate if the improvement is delivering what you intended; are changes required or should an alternative improvement be used.
 - Measure the improvements for example, audits, assessments and surveys.

RELEASED

Our details of similar work, demonstrated competency and proven track record of achieving outcomes

Executive Recruitment Campaign - Department of Environment, Land, Water and Planning

ASPL Group was engaged by the Department of Environment, Land, Water and Planning (DELWP) to deliver an executive search for the Director, Organisational Development within People and Culture Division, Corporate Services Group.

The outcomes and benefits:

ASPL designed DELWP Employee Value Proposition and created job advertisements to highlight the benefits of working for the Department, which successfully attracted over 150+ of high calibre candidates.

ASPL strategically sourced candidates through 17 online platforms, providing a diverse and inclusive list of shortlisted candidates for DELWP.

ASPL successfully shortlisted down to 5 candidates through our extensive screening and interview process and emotional intelligence (EI) assessments.

Conducted panel interviews including scribing all interviews to adhere to a fair recruitment process.

Provided weekly demographic insights of candidates to ensure an inclusive and diverse group of candidates for selection.

Successfully negotiated salary on behalf of DELWP to remain within budget and adhere to fair salary bands.

Developed and maintained positive relationships with candidates throughout the executive search, adhering to our Circle Back Initiative and responding to every job applicant.

Telstra Health – 1800RESPECT Recruitment and Onboarding Campaign

The project:

ASPL Group is currently engaged to support Telstra Health's 1800RESPECT Recruitment and Onboarding transition for both Team Leaders and First Responder Counsellors, in preparation for the delivery of the service as of the 1 of July 2022. 1800RESPECT is the national front door for people experiencing, or at risk of experiencing, domestic, family, and sexual violence (DFSV) and workplace sexual harassment (WSH).

The outcome:

ASPL Group successfully hired over 100+ first responder counsellors and Team Leaders, selected from over 700+ applications. This included:

- Articulation of Telstra Health EVP and candidate care strategy
- ASPL met "go live" targets for the service to continue from the 1st of July 2022.
- ASPL Recruiters prioritised a candidate centred communication approach, which ensured MHS First Responders felt supported reapplying for their current roles
- Provided weekly demographic insights throughout the recruitment process to ensure an inclusive and diverse workforce to support the 1800RESPECT service clients
- Provided interview insights on the clients to support the transition
- Candidate expectations for support during the transition were captured to ensure First Responders psychological contract for expectations were met
- Developed self-care videos to support the workforce during the transition
- Provided facilitation services to enhance the learning experience during the training period
- Provided rostering services to support the 24/7 service

Length: Ongoing

Site: National

Department of Human Services – Recruitment Services

The ASPL Recruitment team worked closely with DHS management and procurement for 7 years to fill many positions throughout the term of our contract both permanent and contract roles. Our response followed the ASPL recruitment framework to meet role requirements including our successful candidate care and administrative processes which aided our team to remain a trusted resourcing supplier to DHS Delivery Centres across the country.

ASPL Group is a supplier of various National roles including;

- SES Band 1 roles (Executive Positions)
- Project/Program Manager
- UX Designer/Developer
- Business Analyst
- Change Manager
- Angular Developer
- Systems Analyst
- Cyber Security Specialist
- Project Administrator
- Enterprise Architect
- SAS Mainframe Developer

Length: 7 years

NT Government – Recruitment Services

The ASPL Recruitment team has worked with DCIS procurement to fill many positions for various NT Government agencies. Our response approach has followed the ASPL recruitment framework to meet role requirements including our successful candidate care and administrative processes which have aided our team to remain a trusted resourcing supplier to NT.

ASPL Group is a supplier of various NT Government roles including;

- Project Manager (NT Health)
- Change Manager (NT Health)
- Business Analyst (NTFPES)
- Master Scheduler (NT Housing)
- Data Stream Lead – NAPLAN (NT Education)
- Data Modeller (NT Health)
- Enterprise Architect (NT Health)
- Solution Architect (NT Health)
- Junior Consultant (NT Health)
- ITIL Developer (NT Health)

Length: 5 years

Site: Northern Territory

Our key personnel and related experience

ASPL's recruitment consultants and team combine specialist skills with in-depth industry knowledge to work collaboratively servicing clients across a range of public and private sector industries.

Kris Grant, CEO

After a successful executive career in the recruitment industry, Kris Grant became CEO of ASPL in 2015. Since that time, she has been responsible for a significant expansion in business operations and diversification into Leadership Training and Executive Mentoring and Coaching and Strategic Consulting Advisory services. A champion of emerging leaders and an ambassador for workplace equality, Kris has built a successful career and a stable of key clients through living her own mantra of always being an authentic leader and empowering her staff, and her clients' personnel, to create opportunities for success. She honed her management skills while leading over 50,000 staff throughout Asia Pacific at a global talent management firm where she held the position of CFO and COO.

Kris currently leads a highly engaged and talented team of multi-disciplinary industry experts spanning Advisory Services, Recruitment, Strategy, Training, Consulting, Design and Change Management. She brings over 20 years of experience in strategic management of major clients across sectors including Telecommunications, Financial Services, Banking, Mining, Government and Health. She specialises in mentoring Executives wishing to progress to the next level in their careers and personal leadership development. On each ASPL engagement, Kris works closely with the team to ensure the correct people, systems and processes are in place to provide excellent and consistent client outcomes.

Teagan Osborne, Head of Operations

Teagan is the Head of Operations of ASPL Group and had led the recruitment team for over 8 years and is a critical member of the ASPL Group senior leadership team. She demonstrates a resilient and dedicated work-ethic to manage varied workloads and initiatives effectively. Throughout her experience in various roles, she has honed organisation and interpersonal communication skills to address conflict resolution, negotiation and administration techniques effectively. Teagan strives for constant growth and development of personal progress and invites new challenges and always eager to help others achieve common goals.

Relevant experience

Teagan ensures all ASPL recruitment engagements run effectively and above client expectation. Throughout her career, she has developed best-practice methodologies for critical thinking, deadline delivery and team management.

the client experience is above expectations. Highly organised and meticulous, she ensures all deliverables are developed to a high standard and delivered to project deadlines. From her background as an Executive Assistant, she understands the importance of incredible client service when managing competing priorities.

Relevant Experience

Aimee is passionate about diversity and inclusion and enjoys providing a helping hand to our recruitment consulting team by assisting with interviewing candidates, providing feedback and is the main point of contact for coordinating all coaching and learning and development services. Aimee has also assisted with scribing for panel interviews, ensuring an unbiased and equitable recruitment processes when hiring for both small and large-scale bulk recruitment services. Aimee holds a Bachelor of Commerce (Human Resources and Marketing). With a background in Human Resources, she takes her knowledge of recruitment, selection, training and development, performance and change management, at the forefront of all recruitment engagements from both a candidate and client experience perspective.

Arpita Ezhilmathi, Recruitment Consultant

Arpita is an experienced human resource professional who has an overall 5 years of experience in end-to-end Recruitment and pose wide and in-depth knowledge in this domain. She has a master's degree in human resource from Edinburgh Napier University, UK. Her key skills are recruitment, HR consulting, HR policies, Staffing service, Technical Recruitment. Arpita strives to deliver excellent and smooth experience to all her clients, candidates, and stakeholders. Her work motto is "To solve business problems through people" and currently excited to be a part of the ASPL team.

Relevant experience

Arpita enjoys communicating with candidates throughout the entire employee lifecycle and assist with the full execution of all recruitment processes, including but not limited to job posting, phone interviewing, job interviewing, providing feedback and regular communication throughout the entire recruitment stage. Arpita studies the candidates experience and resumes, asks details questions to determine candidate appropriateness and emphasises the client's employee value proposition (EVP), monitoring job offers and compensation practices; emphasizing benefits and perks; to ensure clients are attracting great talent in the current tight labour market.

Sehar Arshad, Recruitment Consultant

Sehar is an HR Graduate, who genuinely enjoys connecting and interacting with people. She is Target driven, strives to bring 100% to the work that she does and as a Recruitment Consultant at ASPL Group, she understands the importance of and continues to work on building strong, long term and mutually beneficial relationships with candidates and clients.

Relevant experience

Sehar works alongside the recruitment and project team by recruiting and selecting candidates that are well suited to the client's workforce requirements and ensures candidate care is upheld and managed efficiently and effectively. Sehar manages new candidates on-boarding and induction with the ASPL admin team and upholds ASPL CRM databases to always ensure data integrity.

Sonia Qureshi, Recruitment Consultant

Sonia is one of ASPL's Recruitment Consultants, with a background in psychology and utilises a candidate care approach to build positive relationships with candidates on behalf of ASPL Group's clients. Sonia is currently studying psychology, specialising in sociology. She has a strong focus to deliver and uphold a professional service to all clients. She has extensive communication and interpersonal skills and is passionate about engaging with candidates in an effective and positive way.

RELEASED

Response **VPR597556**
 Request (VP349315) **Recruitment Services for the Position of Chief Executive Officer**

Supplier **AWX PTY. LTD.**
 Business Number **ABN 31 095 222 263**
 Location **75 Sandgate Rd Albion, Queensland 4010 Australia**

These prices are **Fixed**

The following comments where added : None provided.

Quoted items

Product	RC D%	#	Unit Price	Tax	Total Price
1 Recruitment Services for the Position of Chief Executive Officer		1 x	\$42,500.00	\$4,250.00	\$46,750.00
				\$4,250.00	\$46,750.00

Quoted items - Detailed View

Product	RC D%	#	Unit Price	Tax	Total Price
1 Recruitment Services for the Position of Chief Executive Officer		1 x	\$42,500.00	\$4,250.00	\$46,750.00
Product	Recruitment Services for the Position of Chief Executive Officer				
Description	A full service international and national search will be conducted for the above position. This will include, initial meeting to review and develop Job Description and identify key characteristics and skills required, development of print and online advertising, management and screening of applications, delivery and review of shortlisted candidates, management of the multistep interview process, ability to undertake testing if required, detailed reference checks, management of offer and acceptance, management of candidate through start date and through 6 month probation period. Our fee is 17% of the total salary package (Base Salary + Superannuation) Fee below is based on \$250,000 package				
Unit Price			\$42,500.00		
Quantity quoted		x 1			
Post Discount Total			\$42,500.00		
Tax Rate Applied (10.0%)			\$4,250.00		
TOTAL			\$46,750.00		

Tax	Total Price
\$4,250.00	\$46,750.00

RELEASE

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We Paulette Kolarz (Respondent) on 3 March 2023, having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	BespokeHR Pty Ltd 32148819238
2. Contact Person	Paulette Kolarz
3. Registered Address	Level 8, 420 King William Rd, Adelaide,
4. Postal Address	As above
5. Telephone	0412 393 068
6. Fax	
7. Email	Paulette@bespokehr.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Professional fees - Recruitment for position of Chief Executive Officer		\$15,000	\$1,650	\$16,500

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Yes, we will comply with all Specifications.

Details of how we will do this is provided in the 'Our Approach' section of our proposal (from page 5).

Schedule 3 Timeframe

We propose the following recruitment timeline, however are flexible depending on your needs.

- Week 1 - Recruitment Briefing (see proposal page 5)
- Weeks 2-5 - Talent Attraction and Identification (see proposal page 5)
- Weeks 6-7 - Talent Assessment (see proposal page 6)
- Week 8 - Facilitate Panel Interviews (see proposal page 7)
- Week 9 - Manage Offer (see proposal page 7)

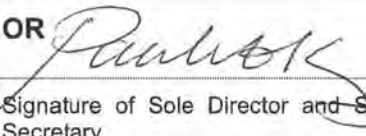
Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	62A990030BPK		\$20m	6/10/23	QBE
Professional indemnity (if applicable)	62A036249PID	\$2m	\$4m	6/10/23	QBE
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	25806106			30/6/2023	Return to Work
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by BespokeHR pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR 	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Paulette Kolarz, Name of Sole Director and Sole Company Secretary (print)	
OR Signed for [Insert Representative's name] by an authorised representative in the presence of:	
_____ Signature of witness	_____ Signature of authorised representative
_____ Name of witness (print)	_____ Name of authorised representative (print)
	_____ Position of authorised representative (print)

Request for Quote
Town of Walkerville
Recruitment – Chief Executive Officer
VP349315

3 March, 2023



CEO Performance Review Committee / Selection Panel
Town of Walkerville

Thank you for the opportunity to present our proposal for the recruitment of a Chief Executive Officer (CEO) for the Town of Walkerville.

This proposal outlines the approach BespokeHR would take to deliver a comprehensive, end-to-end recruitment service, our capability and experience in executive recruitment and our professional consulting fees.

Our team have significant experience working in the local government sector in various consulting and leadership positions across Human Resources, Organisational Development, Organisational Effectiveness and Customer Experience. With 17 years of collective local government tenure, we have an excellent understating of the skill set, experience and motivational fit required by a successful and highly effective CEO.

Recently supporting the recruitment of your Group Manager of Assets and Infrastructure and Group Manager of Planning, Environment and Regulatory Services has given us a deeper insight into your organisation, providing the background and context required to deliver a more informed and well-rounded recruitment campaign.

We would be delighted to support you through this process and believe we have the experience and expertise required to do so successfully. We welcome the opportunity to discuss our proposal further and look forward to partnering with you on this important assignment.

With thanks

Paulette Kolarz

Managing Director BespokeHR

0412 393 068

paulettk@bespokehr.com.au

TABLE OF CONTENTS

OUR CAPABILITY..... 4

OUR UNDERSTANDING OF YOUR REQUIREMENTS..... 4

OUR PROFESSIONAL FEES 5

OUR APPROACH 5

1. Recruitment Briefing 5

2. Talent Attraction and Identification..... 5

3. Talent Assessment 6

4. Facilitation of Panel Interviews..... 7

5. Offer Management 7

6. Post Candidate Placement Follow Up 7

OUR TEAM..... 8

APPENDIX 1 - OVERVIEW OF BESPOKEHR..... 9

APPENDIX 2 - OUR RELEVANT EXPERIENCE 11

RELEASED

OUR CAPABILITY

BespokeHR is a boutique consultancy specialising in human resources. Our philosophy is simple, to grow and inspire great workplaces. And we do this by helping you define, attract, manage and develop your most valuable asset...your people.

Founded by Paulette Kolarz in 2009, we pride ourselves on developing strong and long-lasting relationships with our clients. We get to know how your organisation operates and where each role fits in order to source and attract candidates with the perfect mix of skills, experience and cultural alignment.

With extensive experience in executive recruitment and talent management, we have a strong understanding of the local and interstate markets across a wide variety of sectors, including local government. We adopt a marketing-based approach and utilise innovative sourcing strategies to attract a talented pool of high calibre candidates.

OUR UNDERSTANDING OF YOUR REQUIREMENTS

To provide a comprehensive, end-to-end candidate search and recruitment process for the position of Chief Executive Officer on behalf of the Town of Walkerville, including:

- Meeting with the CEO Performance Review Committee / Selection Panel (the Committee) to discuss options for the recruitment process.
- Assist with the refinement of any/all documentation (if necessary).
- Conduct all advertising on online platforms (ensuring compliance with Section 98 of the Local Government Act 1999 regarding CEO Appointment Procedures).
- Assist with candidate shortlisting.
- Assist the panel with interview preparation.
- Conduct preliminary interviews with candidates (if necessary).
- Conduct reference checking.
- Assist the Committee with KPI setting.
- Candidate notification – successful/unsuccessful.
- Provide advice on an appropriate benchmarked remuneration package Recruitment briefing

In addition to the above inclusions, BespokeHR would also:

- Customise the application process based on the role requirements, incorporating a mix of techniques to assess the applicants, ensuring only those of the highest calibre are considered.
- Deliver exceptional candidate care to ensure every potential candidate remains engaged and informed throughout the process.
- Facilitate panel interviews (if required), including the development of interview packs for each panel member, capturing post-interview feedback and providing a summary of candidate suitability against the selection criteria to assist selection.
- Manage negotiations, verbal offer, contract development and execution
- Undertake post-candidate placement follow-up (at 1, 3 and 5 months) to ensure a smooth transition in the role and the organisation.

Detailed information about each of these elements is covered under Our Approach, from page 5.

OUR PROFESSIONAL FEES

Our professional fee for this level of support is **\$16,500** and includes a **6-month replacement guarantee**.

Fees will be invoiced as follows, with payment due within 14 days of invoice:

- 50% payable upon engagement of BespokeHR, covering briefing, set up and search.
- 50% payable upon receipt of a signed employment contract.

OUR APPROACH

We understand the critical importance of finding the right person for the Chief Executive Officer role *and* the right person for your organisation. We are focused on sourcing candidates who are well-matched to the position requirements and strongly aligned with your values. We are confident that our experience, existing talent connections and inventive sourcing strategies will deliver a successful outcome for the Town of Walkerville.

Our approach involves the following stages:

1. Recruitment Briefing

This initial meeting between the Town of Walkerville's CEO Performance Review Committee / Selection Panel (the Committee) and BespokeHR is critical in setting the recruitment process up for success. During this meeting we will gain a deeper understanding of your requirements:

- Identifying the objectives of the role, reporting relationships, core competencies and measures of success.
- Capturing the ideal candidate profile, including skills, experience, qualifications and characteristics.
- Identifying the 'non-negotiables' regarding cultural fit and values alignment.
- Reviewing market factors and providing advice on the appropriate remuneration package.
- Developing a job brief and defining the end-to-end recruitment strategy, including marketing and attraction options, interview questions and psychometric assessment tools.

2. Talent Attraction and Identification

During this phase, we will tailor an attraction campaign to target candidates with the skills and experience identified during the recruitment briefing. The campaign will consist of 3 key components:

Sourcing Strategies (Headhunting)

We will adopt a range of talent-sourcing strategies to publicise the position, including:

- Leveraging our extensive networks, referral partners and industry contacts to identify and headhunt top talent.
- Maximising our social media and LinkedIn recruiter features, enabling us to reach potential candidates who closely align with the success factors and experience required for the role.
- Online advertising including Seek, Australian Local Government Job Directory, LGA Careers in Council and the BespokeHR website and social media platforms, amongst others. Print advertising (via the Saturday Advertiser newspaper), Seek Premium advertising or LinkedIn Campaigns are also available at an additional cost.

- Seeking internal talent (e.g., candidates generated by you or via personal referrals).

Utilising these methods will ensure the position is circulated using a range of different approaches in a timely manner, significantly improving geographical reach and turnaround times.

Candidate Care

We are committed to providing a positive experience for every candidate and focus on keeping them engaged and informed throughout the recruitment process. To do this effectively we will adopt the following candidate care strategies:

- Develop a Candidate Briefing Pack containing the position description, organisational structure and relationships and other valuable candidate information.
- Respond to enquiries about the role in less than 24 hours.
- Manage internal candidates confidentially and respectfully.
- Provide candidates with our personal mobile details to ensure easy and confidential access, and proactively keep candidates informed of progress.
- Close candidates respectfully, providing personalised feedback to interviewed candidates who were unsuccessful.

Customised Application Process

Based on the requirements of the role we will customise the application process, incorporating a mix of techniques to assess the applicants, including video and phone screening, social media and background review and qualification checks to ensure only the highest calibre applicants are considered. It is during this process we will identify how each candidate aligns with the success factors for the role, and how the role aligns with the candidate's career goals and expectations.

The outcome will be a 'long list' of potential candidates who are not only well matched to the position requirements but strongly aligned to the organisational values, and a great culture fit.

At this point, we will meet with you to discuss the long list candidates and seek your input to determine who will progress to the next stage.

3. Talent Assessment

During this stage, we will conduct behavioural-based, face-to-face interviews (in person where possible or via Zoom) with the candidates who have progressed through screening.

Utilising the bank of interview questions developed with you during the initial briefing, we will delve deeper into the candidate's experience, skill set, competencies, motivational fit and alignment with your Council, capturing their responses against the selection criteria and summarising their overall interview performance.

Based on the interview outcomes we will provide a comprehensive recommendation for shortlist for your review, and work with you to determine which candidates will progress to full panel interview.

At this time, we will also discuss and agree on any activities candidates will complete as part of the panel process, such as preparing and delivering a presentation, high-level action plan or other topics at the discretion of the panel.

4. Facilitation of Panel Interviews

Once the shortlist of candidates has been confirmed we will conduct pre-panel reference checks (minimum 1 per candidate) tailored to the expectations of the role. The results of these checks, along with other data captured throughout the application process will be provided to the panel for each shortlisted candidate.

If required, we will arrange panel interviews with the candidates, your interview panel members and a BespokeHR panellist. This will specifically include:

- Coordinating interview times, locations and specific requirements with candidates and panel members.
- Developing interview packs for the panel, including an agenda, interview questions and pre-panel screening information for each candidate.
- Facilitating the panel interviews and participating as a member of the panel.
- Capturing post-interview feedback from candidates and panel members.
- Completing remaining reference checks (3+ where possible).
- Conducting/coordinating psychological assessment for up to 2 candidates (if required). Additional fees will apply if psychological assessments are required for more than 2 candidates.
- Providing the panel with a summary matrix of candidate suitability against the selection criteria to guide the final assessment.

5. Offer Management

Once the preferred candidate has been identified and you are ready to make an offer of employment we will undertake negotiations directly with the candidate, make a verbal offer then develop and execute the formal contract of employment via DocuSign (if required).

During the offer management stage, we will also notify the unsuccessful shortlisted candidates. In line with our commitment to candidate care, we will respond respectfully, providing meaningful and personalised feedback, leaving a positive and lasting impression of both the Town of Walkerville and BespokeHR.

6. Post Candidate Placement Follow Up

Following acceptance of the offer we will check in with the successful candidate (1 week, 3 months and 5 months) to ensure a smooth transition into the role and the Council.

OUR TEAM

Paulette Kolarz – Lead Consultant

Managing Director

Ass Dip HR/IR, B Mgt (Hons)

Paulette Kolarz is the Managing Director of BespokeHR and is a specialist in Human Resource Management.

Paulette Kolarz is widely recognised as a leading authority in Human Resource Management and Leadership Development. Paulette helps business owners, boards and CEOs attract, retain and grow high potential team members. Her goal is to help get the right culture in place in organisations to enable them to cultivate and retain high-performers.

With more than 20 years working in HR/People and Culture, she has significant experience in providing end to end people solutions. Paulette's background includes management roles in Workplace Health & Safety, Injury Management, Training, Human Resource Management, Organisation Development, Change Management, Public Relations, Recruitment, Corporate Affairs and also in Operational Management heading up an \$80 million flagship retail store.

Awards & Recognition:

- SA Telstra Business Women of the Year
- The SA PricewaterhouseCoopers(PWC) Young Business Women of the Year
- The SA Hudson Private and Corporate Business Women of the Year



Nicole Selth – Supporting Senior Consultant

Senior P&C/OD Consultant (Local Government specialist)

Nicole is a relationship focused specialist with over 20 years' experience working in leadership roles in people and culture functions. Nicole has extensive experience and is passionate about business partnering, and providing end to end people solutions at both an operational and strategic level across diverse and complex organisations.

Nicole achieves success by gaining a thorough understanding of people and/or performance issues and identifying customised solutions to address the root cause of problems. Nicole brings a specialist skill set in building people and organisational performance and capability. She has achieved great success through leadership coaching and development strategies that have supported increases in individual and team performance, employee experience and organisational effectiveness

With almost 5 years' experience in local government working for South Australia's largest metropolitan Council, City of Onkaparinga, Nicole brings a depth and breadth of experience through delivering organisation-wide services, program, projects and leadership coaching support. Her experience during her time at council included working in Human Resources and Organisational Development functions in manager and senior manager level roles. Nicole is experienced in proposing solutions and work programs to executive and senior leadership teams and forms highly effective workplace relationships at all levels.

Nicole also holds full accreditation in Everything DiSC.



Emma Webb – Supporting Consultant

OD/Customer Experience Manager

Emma is a hands-on customer experience specialist with extensive leadership, people development, change management and project management experience across the public and private sectors.

Having worked in metropolitan and regional councils for the past 12 years, Emma has a strong understanding of the people related challenges faced by many local government organisations, and the skills and experience required to address them.

Emma has significant experience delivering organisation-wide projects, programs and services designed to improve organisational culture and capability. She is passionate about focussing on the human in everything she does and adopts a collaborative approach to develop strong and constructive partnerships. Emma is also fully accredited Everything DiSC practitioner.



APPENDIX 1 - OVERVIEW OF BESPOKEHR

BespokeHR is a boutique consultancy specialising in human resources. Our philosophy is simple, to grow and inspire great workplaces. And we do this by helping you define, attract, manage and develop your most valuable asset...your people.

We are passionate about simplifying people management processes and creating enjoyable, engaging, connected and productive organisations. In addition to our recruitment services outlined in this proposal, we are able to support organisations with all their people management and development needs including:

Human Resources

We build strong relationships with our clients and will support the effective delivery of operational and strategic people and development processes through the following services:

- On call Help Desk / HR advice and leader support.
- Probation planning and feedback support.
- Supporting the performance management process.
- Conducting policy and procedure audits, reviews and action planning.
- Reviewing organisation structures and roles.
- Undertaking classification, remuneration and PD reviews.
- Providing ER and workplace conflict and grievance support.
- Developing customised Employee Handbooks.

Organisational Development

We work with you through every step of the employee lifecycle to create alignment and engagement between your people and your organisational performance goals and strategic direction. Our focus is to improve the overall performance and effectiveness of your Council through tailored people, culture and performance solutions, leadership coaching and organisational capability development.

These are some of the most common ways we support our clients.

- Developing people and culture frameworks, programs, projects and activities.
- Workforce planning and development.
- Leading and designing feedback initiatives including focus groups, employee surveys and 360-degree feedback.
- Designing fit for purpose employee performance management, development and onboarding programs.
- Developing robust change management processes and frameworks.
- Auditing, developing and implementing Employee Value Propositions.
- Establishing wellbeing and diversity programs.
- Designing and developing appreciation, recognition and reward programs.

Learning and Development

Achieving an effective workplace culture relies on having engaged, competent and effective leaders. At BespokeHR we deliver a variety of leadership development activities through coaching, webinars, online training and face-to-face intensive workshops. We have a range of leadership, management, and human resource management related programs to meet the varying needs of your Council, and can also tailor leadership development programs based on your specific requirements and desired outcomes.

Through this service we offer:

- Capability development, coaching & structured learning.
- Leadership Development & Coaching.
- Tailored Values / Line in the Sand Sessions.
- Tailored Training Programs / Workshops.
- Tailored Career Development Plans.
- Team Days, Planning Days, Facilitation.
- DISC & Competency Assessment.

In addition, we can help develop performance, achieve desired results and drive accountability through individual Business and Executive Leadership Coaching services. We provide intensive Executive and Leadership Summits, monthly coaching programs and packages.

APPENDIX 2 - OUR RELEVANT EXPERIENCE

The following is a selection of executive appointments we have undertaken:

- Administrator, District Council of Coober Pedy - Department for Infrastructure and Transport
- Director, Office of the Outback Communities Authority – Department for Infrastructure and Transport
- Director People and Culture – Local Government Association SA
- Group Manager of Assets and Infrastructure – Town of Walkerville
- Group Manager of Planning, Environment and Regulatory Services – Town of Walkerville
- General Manager – Australian Chiropractic College
- General Manager People and Culture – Star Pharmacy Group
- Chief Executive Officer – Star Pharmacy Group
- General Manager, Business Operations – Kudos Services
- General Manager Commercial – Netball SA
- Chief Executive Officer – Sports SA
- Branch Director – SA Guild
- General Manager – Retail and Marketing – Star Pharmacy Group
- Global Head of Sales – Edible Blooms
- Chief Financial Officer – Nitschke Drilling
- Financial Controller – Polyaire
- Head of People & Culture – Enzen
- Senior Manager – Business Partnering – Baptist Care SA
- VP Sales – Daitum
- Manager – Operations and Customer Success - Daitum
- General Manager – Bridge Clinic
- Group Retail Manager – Dulwich Bakery
- Development Manager – Land - Hickinbotham

We can provide referee details from the placements mentioned above if required. Otherwise, below is a snapshot of what some of our clients say.



“As our business started to really flourish, we knew we would need to work with HR and Recruitment Partner who really understood our business. Working with Paulette provided an opportunity to have a one stop shop for all of our people requirements including Recruitment, HR Support and Leadership Development”.

Kelly Jamieson

Managing Director, Edible Blooms

"The great thing about BespokeHR is that they provide a one stop shop for all your people requirements. They are commercial minded as well as having a strength in people and culture. They offer a refreshing, honest and transparent perspective to everything they do and truly partner with you based on your requirements. I have experienced working with Paulette as a colleague, recruiter and client and I couldn't recommend her services more highly".



David Clark



"BespokeHR is so much more than just HR. BespokeHR helps you get to where you want to go faster, more enjoyably and with your eyes open. Stop worrying....don't put your business at risk anymore and call BespokeHR today. It will be one of the best decisions you make".

Brett Schatto
CEO Pride Advice

RELEASED

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	CAPSTONE RECRUITMENT GROUP Pty Ltd
2. Contact Person	GARETH BRUADRICK
3. Registered Address	56 PITT STREET, SYDNEY
4. Postal Address	56 PITT STREET, SYDNEY
5. Telephone	02 9146 6660
6. Fax	-
7. Email	LG@CAPSTONERECRUITMENT.COM.AU

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
FIXED FEE		24,500	2,450	26,950

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Yes, we intend to comply with the specifications

RELEASED

Schedule 3 Timeframe

Please see attached proposal for
full details.

RELEASED



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability					
Professional indemnity (if applicable)					
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					
Directors and officers (if applicable)					
Other					



Please see included attachments for details of insurance.

RELEASED



The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Insert Company name pursuant to section 127 of the Corporations Act 2001 CARSTONE RECRUITMENT GROUP Pty Ltd	
 Signature of Director	 Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
G. BROADRICK Name of Director (print)	C BROWN Name of Director/Company Secretary (print)
OR Signature of Sole Director and Sole Company Secretary Name of Sole Director and Sole Company Secretary (print)	
OR Signed for Insert Representative's name by an authorised representative in the presence of:	
Signature of witness	Signature of authorised representative
Name of witness (print)	Name of authorised representative (print)
	Position of authorised representative (print)



TOWN OF WALKERVILLE

Professional Recruitment Services for
the position of Chief Executive Officer -
RFQ VP349315

PREPARED FOR:

Danielle Edwardsoffice@walkerville.sa.gov.au
Town of Walkerville

To whom it may concern,

Thank you for the invitation to submit this proposal and in so doing, provide Capstone with the opportunity to support Town of Walkerville in the recruitment of the new Chief Executive Officer.

Capstone have long established relationships with a broad range of LGA's across Australia. Our approach however is not simply born from past experience. Rather our aim is to challenge the status quo, re-invigorate the process' that surround people performance and selection and to ultimately enable local government organisations to provide exceptional services to their communities.

Our understanding of the Town of Walkerville is born from partnering with a wide range of metro and peri-urban local government organisations for a number of years. This experience has made us acutely aware of the specific challenges and opportunities surrounding urban, multi-cultural community living. We additionally acknowledge the critical importance of this hire in terms of achieving Councils Community Strategic Plan, Delivery and Operational Plans whilst being mindful and aware of Council's long-term financial sustainability.

With 35 Executive Search Partners based in three locations – Melbourne , Sydney, & Brisbane. Capstone is highly experienced and have a track record in advising upon organisational change and executing challenging and sensitive search and selection assignments.

The following response has been designed to provide the Town of Walkerville with an insight into our service differentiation, including the process and timing that you might expect in this respect.

We Understand Local Government.

Our Local Government Practice is driven by our commitment to serve both the Councils and communities for which they serve. We absolutely understand the importance of the role we play in assisting local government organisations provide exemplary services to their communities.

Should you wish to discuss this document or require any further information regarding our suitability to support your recruitment efforts, please do not hesitate to contact us.



Gareth Broadrick
Director - Head of Local Government
[Capstone Recruitment](#)



RELEASED



Click to play video in browser

“ Working with Gareth Broadrick was a great experience. Experiencing difficulty in recruitment, we turned to Gareth and his team for help and assistance, and they were fantastic throughout the process. An effective program was put in place resulting in an excellent candidate being recruited. Engaging Gareth to fill this critical role was one of the best HR decisions I have made. I am very happy with the service provided and the results obtained and would highly recommend Gareth for any business seeking recruitment support”

ALLY DENCH, EXECUTIVE DIRECTOR:

NSW OFFICE OF LOCAL GOVERNMENT

LOCAL GOVERNMENT OVERVIEW

Capstone's Local Government Practice is part of the Capstone Group; an Australian owned People and Organisational Performance Consulting firm with offices in Sydney, Melbourne, and Brisbane. Capstone was founded in 2009 on the principles of ethical business practices, diversity & inclusion and sustainable people performance; our founders to this day play an integral part in our continued development.

WE UNDERSTAND LOCAL GOVERNMENT

The Capstone Local Government Practice is regarded as one of the most trusted and influential recruitment teams in Australia, with average individual experience of 20 years+ and an exceptional reputation in sculpting and representing our clients' compelling value propositions to secure high performing individuals for key roles.

In the last two years alone we have successfully placed over 250 government executives and professionals, and facilitated structural and departmental reviews with a broad range of government bodies spanning Country, Regional and Metro centric LGA's as well as State bodies.

To further strengthen our experience and capability, we have recently welcomed Hamish McNulty to the Capstone team. Ex CEO of Cumberland City Council, Hamish currently serves on the Audit committees of both Blacktown and Sutherland Shire councils. With a distinguished career in the public service, Hamish brings with him an unparalleled depth of experience, oversight and knowledge and is a key member of our team when engaging on Executive Search and Selection assignments.

As people specialists we partner with our Local Government clients to:

- Develop people and organisational strategies by analysing current and future organisational needs and structures
- Implement organisational and people strategies to improve outcomes and performance
- Ensure recommendations and solutions are in line with councils plans and adapt to changes within their communities



PEOPLE & ORGANISATIONAL PERFORMANCE

OUR PEOPLE PERFORMANCE SOLUTIONS INCLUDE:

- Full Executive Search and Selection process
- Interim recruitment services
- Executive Coaching and Leadership Development including Competency Framework benchmarking and design
- Market Intelligence research including:
 - Talent Mapping
 - Salary Benchmarking
 - Role description analyses and creation
 - Succession Planning

OUR ORGANISATIONAL PERFORMANCE SOLUTIONS INCLUDE:

- Organisational benchmarking and design
- Development of Council specific Workforce Plans



OUR COMMITMENT TO YOU

We believe that providing a holistic approach to recruitment and people & organisational performance mitigates risk, produces productive outperforming teams, and allows for the creation of bespoke solutions to each scenario. Our on-going commitment is that we will treat each assignment with the utmost care and urgency and use every means at our disposal to outperform your expectations.

Capstone are an accredited search and HR Consulting Partner across both State and Local Government, highlighting our stringent approach to governance. We run transparent, auditable processes which include detailed mandate summaries. Key to this accreditation and our wider Executive remit is our ability to understand each Local Government Organisation we partner with, their localised communities and the specific challenges and opportunities peculiar to each location. We make every effort to work with our client partners on location or on-site.

ACCESS TO EXECUTIVE TALENT

We are proud to have delivered a broad range of Executive instructions across the Government sector over the past few years, these have included CEO, General Manager, Director and Management roles for both Local Government and State Departments. We have access to a broad range of potential talent, across the entirety of Australia. These individuals would be in addition to our dedicated Executive Search capability all of which would form part of our market mapping exercise within our overarching sourcing strategy.

ORGANISATIONAL DEVELOPMENT

Led by Hamish McNulty, Capstone are pleased to have delivered organisational development, organisational design, and organisational re-structures across a number of Local government organisations. This broad experience enables us to provide the most up to date and relevant business advise when advising our Local Government clients on pending re-organisations or restructures.

LOCAL GOVERNMENT PROFESSIONALS

We are proud to be a Partner of LG Professionals – supporting its members support the communities for which they serve. At their 2022 Local Government Excellence Awards, we sponsored the Asset & Infrastructure category and were proud to present awards to both Wollondilly Shire Council and Georges River Council.





SEARCH & SELECTION METHODOLOGY

Our three-phase Executive Search and Assessment Framework has been developed to run hand-in-hand with organisational reviews and behavioral and competency-based psychometric evaluation. We recognise that outcomes need to be measured in both the selection process and the resulting performance of each candidate.

By introducing a bespoke data led competency framework tool at the start of the process rather than the end - we can assess for future performance as well as existing capability.

Within the first stage of our framework, a detailed Briefing and Strategy workshop would be held with Council to determine required competencies and outcomes. Within this session additional criteria will be explored to deepen our understanding of both Council and the role:

- Councils on-going strategic plan
- Recent history in terms of leadership and delivery
- Community and geography
- Current and projected financial situation
- Existing leadership competency and capability
- Forecast capital works and infrastructure delivery spend

STAGE 1

BRIEFING & STRATEGY → ENGAGEMENT & ASSESSMENT → LONGLIST & TESTING

STAGE 2

SHORTLIST PRESENTATION → PANEL INTERVIEWS → REFERENCE & OFFER MANAGEMENT

STAGE 3

PANEL REPORT → UNSUCCESSFUL CANDIDATES → MANDATE BRIEFING → ONBOARDING



SEARCH & SELECTION METHODOLOGY

BACKGROUND SCREENING

A key aspect of risk mitigation when appointing Local Government Professional's is that of background vetting. Public service brings with it potential community and media interest, therefore ensuring each applicant meets the standards of council is critical. Capstone follows a rigorous vetting process verifying all credentials and information of applicants. This process is monitored by Maria Sykes, our independent Chair.

Our checks include:

- Eligibility to work in Australia
- Police Checks
- Bankruptcy checks
- Social media checks – deep background checks across global search strings are conducted to ensure the values and behaviours of Council are met
- Reference checks – A minimum of two reference checks will be made to verify prior experience
- Qualifications, Association and Licences – All educational and professional qualifications are validated by Capstone and recorded. Where relevant we utilise the services of Verity – an online verification

CONNECTIVITY

Capstone has been voted in the top 15th for most socially connected recruitment firm in Australia by LinkedIn. We will ensure this mandate is marketed comprehensively to all followers and their networks.

TALENT MAPPING

Talent Market Mapping provides for a proactive intelligence based and data-centric analysis of relevant talent pools - prior to making the decision to go to market. The process provides a thorough overview of talent availability including potential candidates who are not actively searching for new positions. Our team of dedicated researchers spend time mapping out each individual role providing a current market analysis of suitable executives. By conducting this research in advance, a data driven understanding of the market can be derived allowing for critical decisions on selection criteria to be made in a cost-effective manner.

SALARY AND POSITION DESCRIPTION BENCHMARKING

We will undertake a complete and relevant salary benchmarking exercise to provide council with evidenced based analyses and advice on suitable remuneration packages. Further, if required, we will undertake a review of the current position description to ensure it is both relevant and compliant with current requirements.



COMPETENCY BASED EVALUATION & SELECTION

Capstone uses a bespoke competency based psychometric assessment framework for each engagement which ensures consistently high candidates and significantly reduces the risk of miss-hire. The assessments are built for each role by organisational psychologists and all potential candidates are tested before progressing to long list, ensuring organisational cultural fit in addition to their core skills. The comparison group - norm group - has been developed singularly by Capstone and is the only Local Government norm group in Australia.

This approach differentiates us in our industry, and is a move away from traditional capability-based psychometrics. By defining the unique recruitment criteria for your role, we can build in your values, your employee value proposition and both developmental and personal goals.

By systematically assessing competencies within individuals or groups, we can benchmark the operational potential of teams and organisations via our exclusive Local Government norm group. The development of a future proofed competency selection framework allows our client organisations to build a workforce based on real time data allowing for projected business change and improved levels of workplace performance. We also draw on overall cognitive ability by assessing an individual's verbal, numerical and logical reasoning powers. The comparative benchmarks are based upon the level of each position. The Executive level will be used as the comparative benchmark for this particular assignment.

In summary, competency is the comparative level at which an individual may potentially perform a certain task or action, whilst the actual performance of a task is evidenced as capability. If an individual's specific competency level is in a low comparative percentile, no matter how well one performs in terms of individual capability, the competency level will determine the overall level of future performance when externally benchmarked.

We additionally draw on overall cognitive ability by assessing an individual's Verbal, Numerical and Logical reasoning powers as well as assessing 32 intrinsic personality traits.





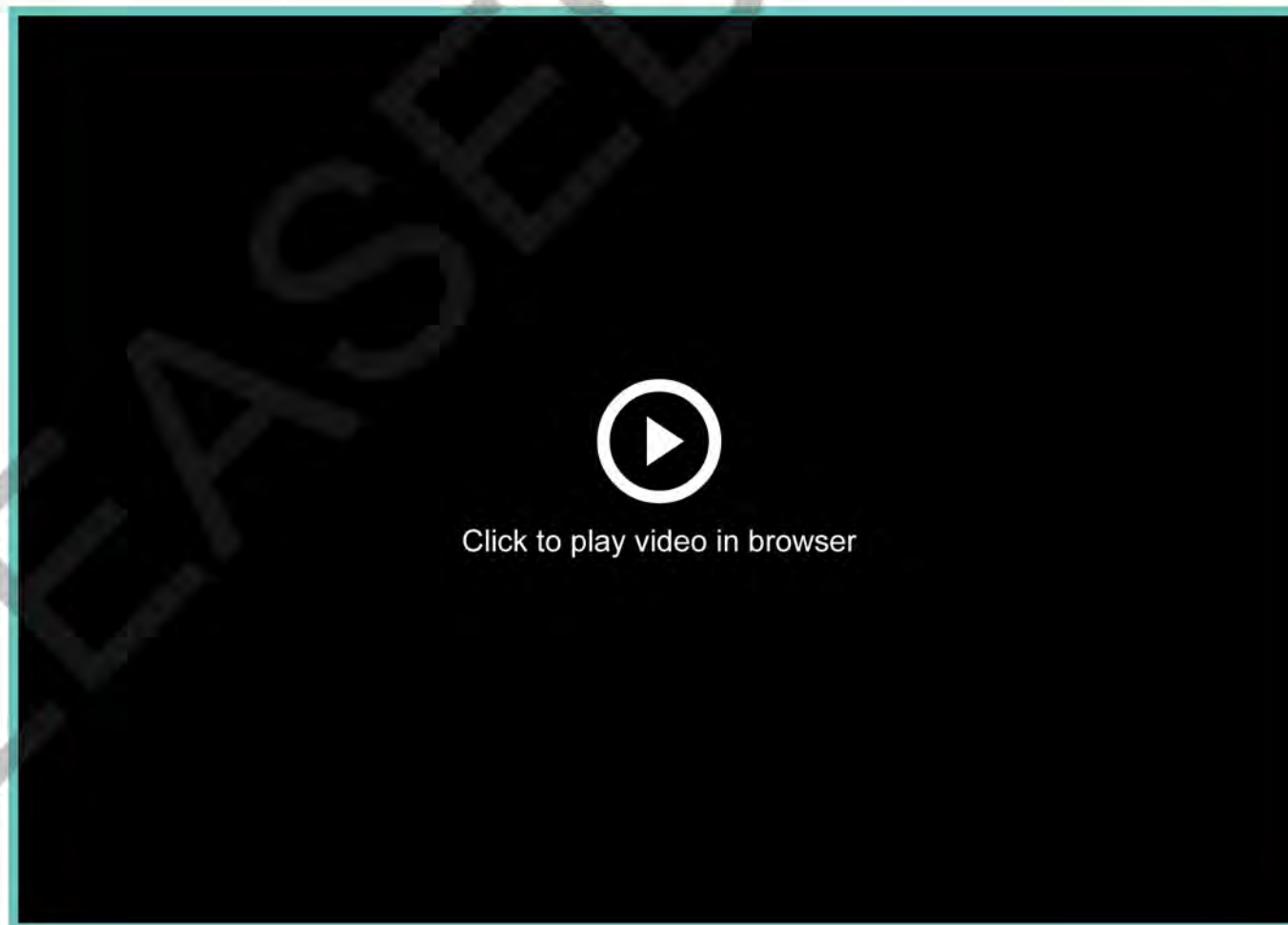
DIVERSITY & INCLUSION

DIVERSITY & INCLUSION

We understand that you are as committed as we are to building a diverse and inclusive culture across the Local Government Sector, planning for and promoting diversity.

Capstone welcome and encourage applications from diverse community groups and ages including Aboriginal and Torres Strait Islander, LGBTI, people with disabilities, women and other diversity groups. Capstone recognises the benefits that such an approach brings for the work environment and customers in delivering on your objectives.

Capstone employee ratio is 46% female / 54% male. 66% of employees are working parents. The age range of our team is 22 -74 and over 40% of all employees were born overseas from Europe, Asia, American and African continents. We are proud to have team members with Indigenous heritage, clinical disabilities and diverse sexual orientation.



WE GUARANTEE A DRIVE FOR A DIVERSE LONGLIST AND SHORTLIST.

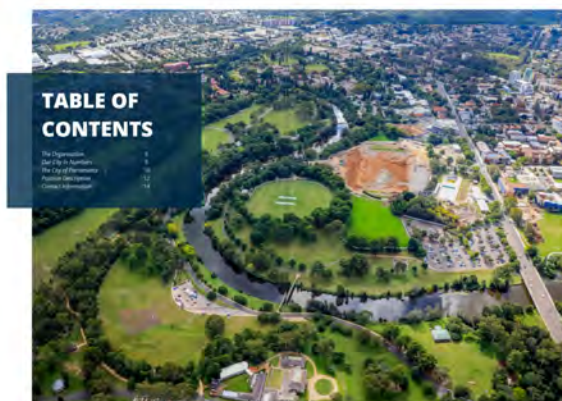


CANDIDATE MARKETING STRATEGY

Capstone is the market leader in how it promotes and markets career opportunities to prospective talent. The Local Government sector, like many others across Australia, is experiencing unprecedented competition for skilled, competent talent. Market and economic data looking into 2023 predicts rather than easing, this competition will intensify.

Creating a compelling narrative (EVP), which is easily accessible and digestible will elevate you as the Local Government employer of choice to prospective talent.

Capstone will create an individually designed digital brochure for this role to provide talent with an engaging and comprehensive insight into your council, the community, and the role. Please refer to relevant examples below:





CAPSTONE'S TRACK RECORD

We have broad and deep experience working with many local councils across NSW.





OUR RECENT RELEVANT TRACK RECORD:

We have executed over 250 Government related roles in past 2 years in Australia. A selection of some of the instructions managed by Capstone include but are not limited to the positions listed on this page.

Manager/Technical/Specialist roles:	
ORGANISATION	POSITION
Bayside Council	Manager Financial Performance
Bayside Council	HR Manager
Burwood Council	Manager Governance & Risk
Burwood Council	Manager Enfield Aquatic Centre
Burwood Council	Manager Procurement
Burwood Council	Manager Customer Experience & Business Improvement
Burwood Council	Manager City Planning
Burwood Council	Senior Strategic Planner
Campbeltown Council	Flood/Stormwater Infrastructure Manager
Campbeltown Council	Senior HR Business Partner
Central Coast Council	Regulatory Reporting Accountant
City of Canterbury Bankstown	Manager Asset Construction
City of Parramatta Council	Asset Strategy Manager
City of Parramatta Council	Finance Business Analyst
City of Parramatta Council	Finance Business Partner
City of Parramatta Council	Procurement and Payables Manager
City of Parramatta Council	Manager Finance, Treasury and Payables
City of Sydney	Manager, Public Space Portfolio
City of Sydney	Technical Facilities Manager
City of Sydney	Head of Property and Development
City of Sydney	Portfolio Operations Manager
City of Sydney	GIS - Field Surveyor (15+)
Cowra Council	Manager Assets and Infrastructure
Cumberland City Council	Team Leader Stormwater & Infrastructure Design
Cumberland City Council	Strategic Planners – All levels
Cumberland City Council	Development Assessment Planners – All levels
Gunnedah Shire Council	Waste Manager
Gunnedah Shire Council	Civil Infrastructure Manager
Ku-ring-gai Council	Communications and Community Engagement Manager
Muswellbrook Shire Council	Communities Manager
Muswellbrook Shire Council	Compliance and Reporting Manager
North Sydney Council	Council Meeting Coordinator
Northern Beaches Council	Change Manager
NSW Aboriginal Land Council	Program Manager
Parkes Shire Council	Economic Development Specialist
Parkes Shire Council	Civil Design Manager
Strathfield Council	Chief Resilience Officer
Uralla Shire Council	Manager Finance and Information Technology
Wingecarribee Shire Council	Payroll Manager
Willoughby Council	Buildings Manager
Wollondilly Shire Council	Manager Recreation and Open Spaces
Wollondilly Shire Council	Manager Waste and Environmental Services
Wollondilly Shire Council	Development Assessment Planners - multiple
Wollondilly Shire Council	Building Surveyors
Wollondilly Shire Council	Strategic Planners - Multiple

CEO/General Manager, Director and Senior Leadership	
ORGANISATION	POSITION
Camden Council	General Manager
Snowy Valleys Council	General Manager
Cumberland City Council	General Manager
Coffs Harbour City Council	General Manager
Lismore City Council	General Manager
AITD	CEO
Bayside Council	CIO
Cabonne Shire Council	Leader Transport Infrastructure
Cabonne Shire Council	Leader Urban Infrastructure
Cabonne Shire Council	Leader Community & Economy
Cessnock City Council	Director, Planning & Environment
Cessnock City Council	Director, Works & Infrastructure
Central Coast Council	Director Environment and Planning
Central Coast Council	Director Community and Recreation Services
Central Coast Council	Director Corporate Services
Central Coast Council	CFO
Central Coast Council	Group Manager Environmental Compliance Services
City of Canterbury Bankstown	Director Planning
City of Parramatta Council	Group Manager, Property
City of Parramatta Council	Development & Construction Director - Landmark Project
City of Sydney	Head of Property and Development
City of Sydney	Director, Property
Clarence Valley Council	Director Corporate & Community
Coffs Harbour City Council	CFO
Cumberland City Council	Director Finance and Commercial Services
Cumberland City Council	Director City Services
Cumberland City Council	Executive Manager City Strategy
Muswellbrook Shire Council	CFO
Muswellbrook Shire Council	Chief Legal Council
NSW Dept. Education	Director, Planning
NSW DPIE - PNSW	Director, Major Projects
NSW DPIE - PNSW	Director, Public Works
NSW DPIE - PNSW	Director, Strategy
NSW DPIE - PNSW	Director, Environmental Services
NSW Dept. FACS / LAHC	Regional Director, Assets
Parkes Shire Council	Executive Manager Economic Development
Place Management NSW	Director, Asset Management
Port Macquarie Hastings Council	Group Manager Infrastructure and Recreation Operations
Port Macquarie Hastings Council	Group Manager Infrastructure Planning and Design
Snowy Valleys Council	Director Corporate & Community
Snowy Valleys Council	Director Infrastructure (ongoing)
Sutherland Shire Council	Director Planning and Growth
Property NSW	Director, Asset Management
Wollondilly Shire Council	Director Planning
Wollondilly Shire Council	CFO
Wingecarribee Shire Council	Executive Manager Planning

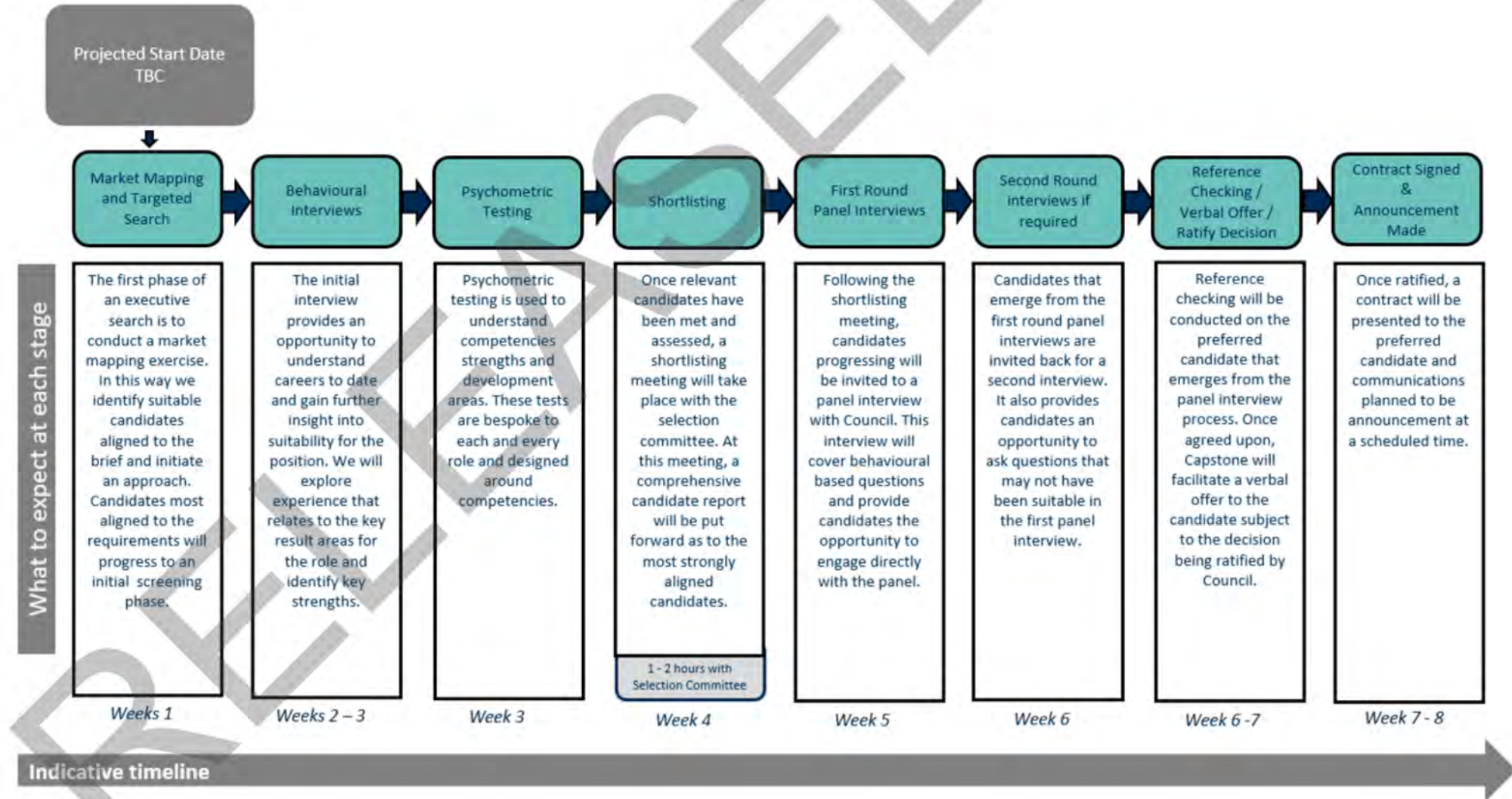
PROJECT TIMELINE



The recruitment timeline together with the proposed project plan are detailed over this and the following page.

The project plan details the exact timeline week by week highlighting milestone events.

We are confident the process will conclude within Councils required timeline.



INDICATIVE PROJECT PLAN



Capstone always operates to stringent project management principles, with key deliverables identified for every week starting from your formal acceptance of this proposal. We will work with you to identify the “high priority” positions from the outset and agree a timeline on each position once priorities are highlighted.

TASK	WEEK 1 W/C 27/3/23	WEEK 2 W/C 3/4/23	WEEK 3 W/C 10/4/23	WEEK 4 W/C 17/4/23	WEEK 5 W/C 24/4/23	WEEK 6 W/C 1/5/23	WEEK 7 W/C 8/5/23	WEEK 8 W/C 15/5/23
Preparation of Marketing Intelligence Reports	X							
Preparation of Candidate Brochure & Marketing Materials	X							
Competency framework for psychometrics testing confirmed		X						
Project Live		X						
Sourcing (Search, Referrals, Adverts)		X	X	X				
Engagement & Assessment			X	X	X			
Shortlist Presentation						X		
Panel Interviews							X	
Reference checking & background checks							X	X
Contract Signed								X



CAPSTONE DELIVERY TEAM

PROJECT LIAISON

The project team will be led by Gareth Broadrick. Gareth will ensure a consistent level of communication is maintained and that a clear and coherent project plan is followed.

With an average tenure of 20 years' experience, our Partners are trusted, highly networked, influential leaders. Each Executive Search team comprises of a bespoke makeup to ensure success. Teams include:

- Executive Search Partners
- Experienced Local Government Leaders
- Executive HR and People Performance Partners
- Organisational Psychologists
- Full-time Researchers

Our team includes Master's Qualified Business Advisors, Executive Search and HR Business Partners, together with a founder member of the Executive Management Council of Australia. Additionally, our team includes a member of the Audit Committee for both Blacktown and Sutherland Shire Councils.



Gareth Broadrick
Director, Head of Local Government

Gareth has over 23 years business advisory experience including both Executive Search and Workplace Performance consulting. Master's Qualified having undertaken an MBA (Executive) with Sydney Business School, his thesis focused on challenges facing the government sector in terms of recruitment and workforce planning. Exposure within the Government sector is both at Local and State level and includes leading structural re-design programs, re-organisations, and Executive Level recruitment strategies.

gareth@capstonerecruitment.com.au
[LinkedIn Profile](#)

RELEASED

CAPSTONE DELIVERY TEAM



Demi McAllan
Associate Director, Local Government

Demi has successfully worked across all three levels of government providing both people and organisational consulting advice. She has a track record of delivering complex people solutions ranging from Executive Search appointments to departmental re-organisations. Demi brings with her a background in HR including a Bachelor of Arts in Business and Human Resources.

demi@capstonerecruitment.com.au
[LinkedIn Profile](#)



Hamish McNulty
Local Government Executive

Hamish McNulty retired from his position as General Manager of Cumberland Council in August 2021 following a long and distinguished career within Local Government. Prior to joining what was to become Cumberland City Council, Hamish spent 14 years in Canberra and occupied several senior executive roles in the ACT Government.

During his time in Canberra, Hamish also held the statutory positions of Conservator for Flora and Fauna and Chair of the ACT Government Procurement Board for a number of years.

Before moving to Canberra, Hamish worked in Local Government in Sydney and held positions at Blacktown City Council, Hornsby Council and the City of Sydney. He holds a Bachelor of Engineering and a Master of Business Administration. He has also completed the AICD Company Directors Course. Hamish currently serves on the Audit committees of both Blacktown and Sutherland Shire councils.



CLIENT TESTIMONIALS

|| Coffs Harbour City Council Commissioned Capstone to search for our recently appointed General Manager. The process was exhaustive with regards to professional presentation and targeted marketing, and the process focused on predetermined parameters set specifically to our needs. The Capstone psychometric testing added another foundation tool that proved to be profound in finding the person we needed. The commitment and energy shown by Gareth and the Capstone team was also telling in getting an outcome we are very pleased with.

COFFS HARBOUR CITY COUNCIL – PAUL AMOS – MAYOR

|| Working with Gareth Broadrick was a great experience. Experiencing difficulty in recruitment, we turned to Gareth and his team for help and assistance, and they were fantastic throughout the process. An effective program was put in place resulting in an excellent candidate being recruited. Engaging Gareth to fill this critical role was one of the best HR decisions I have made. I am very happy with the service provided and the results obtained and would highly recommend Gareth for any business seeking recruitment support.

NSW OFFICE OF LOCAL GOVERNMENT - ALLY DENCH, EXECUTIVE DIRECTOR

|| Capstone understands the challenges regional and rural local governments face in attracting and retaining talent. They maintain good client relationships and deliver quality and timely service, tailored to our needs.

CABONNE SHIRE COUNCIL - BRADLEY BYRNES - GENERAL MANAGER





FEE STRUCTURE

CAPSTONE FEE	<p>Our usual fee is 15% + GST of the final agreed total salary package (including super).</p> <p>However, to illustrate our commitment to working in Partnership with the Town of Walkerville, we are pleased to offer a fixed rate fee of \$24,500 exc GST.</p>
Invoice Timeline	<ul style="list-style-type: none">• 1/2 of the fee will be invoiced upon commencement of the project• Of the remaining fee, 50% is invoiced upon acceptance of the shortlist• The balance of the fee is invoiced upon successful completion of the assignment; that is, when the offer is accepted by the successful candidate
Payment Terms	<p>Invoices are payable within 30 days of the date of invoice. Capstone Recruitment Group reserve the right to charge you interest calculated daily and compounded monthly at 2% above the base rate of Bank West at the date of payment and the costs of recovery.</p>
Financial Guarantee	<p>If the candidate were to leave their employment at Council within 3 months of commencement, Capstone would run the process again, free of charge. If no candidate is identified within 12 weeks of the new search, a refund would be offered (full fee minus the retainer).</p>
Form of Instruction	<p>Retained.</p>
Restrictions	<p>Capstone do not have any agreements in place which restrict our ability to approach talent. Capstone operates with clearly defined values which have served us well into our 13th year of operation. We will not proactively approach past placements. In the event a past placement contacts Capstone, we are obliged to assist, and will always act with complete discretion with both client and candidate.</p>

RELEAS



FEE STRUCTURE

Inclusions:	<ul style="list-style-type: none">• Market mapping, search, head-hunting approaches• Creation of bespoke multi-media candidate brochures• Psychometric Assessment (cognitive, competency and personality profiling)• Advertising on the Australian Local Government Job Directory• Advertising on Capstone website, Seek & LinkedIn• Salary benchmarking and position description analyses• Support across panel interviews, pre-employment checks and offers of employment
Exclusions:	<ul style="list-style-type: none">• Travel and accommodation costs for candidates where appropriate
Insurances	<p>General and Products Liability</p> <p>Limit of Liability: General Liability (Public Liability & Advertising Injury) \$20,000,000 in respect of any one claim or series of claims arising out of any one occurrence.</p> <p>PRODUCTS LIABILITY</p> <p>\$20,000,000 in respect of any one claim or series of claims arising out of any one occurrence and in the aggregate during any one period of insurance.</p> <p>PROFESSIONAL INDEMNITY</p> <p>Limit of Liability: \$20,000,000 any one Claim</p> <p>BNG CONSERVE:</p> <p>Capstone is accredited with BNG Conserve as a contractor/supplier of services, valid to March 2023. ABN for Capstone Recruitment Group Pty Ltd: 90 142 445 565</p>

REFERENCES

INDUSTRY:

Clr Paul Amos – Mayor Coffs Harbour City Council
M: 0428 747 891

Cr Therese Fedeli - Mayor Camden Council
M: 0419 180 183

Cr Steve Krieg - Mayor Lismore City Council
M: 0412 694 667

David Farmer - CEO Central Coast Council
M: 0438 443 595

Natalia Cowley - GM Coffs Harbour City Council
M: 0423 979 186

INDEPENDENT:

Kath Roach – Managing Director – SINC Solutions
M: 0414 193 755



YOUR ACCEPTANCE

1. Please review this proposal in detail as well as these terms and conditions listed on our website prior to signing. We want to ensure you are 100% comfortable with everything presented.
2. If you have any questions at all, please contact me on +61(0) 402 639 431 or gareth@capstonerecruitment.com.au for clarification or further discussion of the proposal.
3. Once you are ready to proceed, please sign below.
4. Once signed, you will receive an email with the completed proposal for your records.
5. We will be in touch shortly with details in moving forward with this project.

 SIGNATURE
Capstone LG

Gareth Broadrick
Director – Head of Local Government
Capstone Recruitment Group Pty Ltd

 SIGNATURE
TBA TBA

Danielle Edwards
Council Secretariat
Town of Walkerville

DATE ACCEPTED: NOT YET ACCEPTED

WE ARE READY- ARE YOU?



RELEASED

1.	Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	KPP Ventures Pty Ltd T/A Careerlink People Solutions 90 624 344 994
2.	Contact Person	Anna Pak Poy
3.	Registered Address	Level 4, 50 Pirie Street, Adelaide South Australia 5000
4.	Postal Address	Level 4, 50 Pirie Street, Adelaide South Australia 5000
5.	Telephone	(08) 8234 2144
6.	Fax	
7.	Email	anna@careerlink.com.au

8. **Price Schedule**

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Executive search for Chief Executive Officer for the Town of Walkerville, including all specifications outlined in Section B, and psychometric testing for all shortlisted candidates.		\$27,000	\$2,700	\$ 29,700

--	--	--	--	--

RELEASED

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Yes, we fully intend to comply with the Specifications outlined.

We have provided additional detail relating to each specification below:

1. Meeting with the CEO Performance Review Committee / Selection Panel (the Committee) to discuss options for the recruitment process.
 - During this meeting we will obtain a deep understanding of the role, specific questions you would like included in screenings, who will be involved and at what stage, and lock in a timeline for interview dates.
2. Assist with the refinement of any/all documentation (if necessary).
 - We will conduct market in order to craft a job ad for the position, which involves Employer and Company brand positioning -- incorporating a narrative to create a compelling and attractive story about company culture, journey, and team dynamics to attract the best candidates.
 - At offer stage, we will provide assistance with the required documentation of the offer, if necessary.
3. Conduct all advertising on online platforms.
 - We utilise the following platforms to advertise open positions:
 - Careerlink People Solutions website
 - LinkedIn company page (5K+ followers)
 - LinkedIn job ad posting (for specific roles)
 - SEEK (for specific roles)
 - Other relevant/industry or specialism advertising platforms
 - Our sister company European website (if relevant)
 - Relevant Facebook groups
 - Adelaide Connected website
4. Assist with candidate shortlisting.
 - We will present a shortlist of 3-6 candidates, who we select through a proven methodology developed over the last 17 years and includes:
 - Conducting an extensive and (where necessary), global search of the market to access the widest possible talent pool. This includes candidates relocating or returning to South Australia.

- Approaching the passive candidate market to grant access to the best talent, not only candidates who are actively searching. This greatly multiplies your choice of talent to choose from.
 - Candidate exclusivity: Careerlink People Solutions do not introduce Executive candidates to other clients whilst they are already in a process represented by Careerlink People Solutions.
 - Dedicating enough time and resource to individual candidates to manage complex topics effectively, for instance, salary, relocation, motivations, further applications, and counteroffers.
 - Full Resources dedicated to the project: Consultants work exclusively on the executive assignments and are specialists in their niche fields.
5. Assist with panel interview preparation.
- We provide thorough overviews of each candidate, and will assist in guiding individualised interview strategies for each candidate based on their strengths and alignment with the position requirements.
6. Conduct preliminary interviews with candidates (if necessary).
- We conduct preliminary interviews with all candidates, and our process includes:
 - Phone screens
 - Coordination and screening of shortlisted applicants to assess for necessary skills requirements to the position, as specified
 - Skills testing
 - We have the capacity to tailor this to our client's requirements using our internal system, Peoplogica
 - We also have the ability to replicate like-for-like testing of any existing suites used by internal hiring teams
 - Clearance and work eligibility checks
 - We will work with applicants to ensure they have the necessary clearances in place as and when required for progression.
 - This includes work rights, police checks, DCSI / DHS Working With Children, vaccination status, and any other required documentation to ensure prompt commencement.
 - Multi-stage Interviewing
 - We undertake face-to-face or video interviews with shortlisted candidates to determine suitability for progression to next stages, as well as to ascertain cultural fit for the organisation
 - Psychometric Testing
 - We provide psychometric testing for all shortlisted candidates
 - During the screening and interview process we:
 - Importantly, ensure we understand their remuneration expectations for an ABS in a new position, and any considerations they might have

- Provide guidance on what constitutes a fair expectation, in line with their experience and market positioning, to ensure this is considered and reasonable before submitting their application
 - Gain an understanding of any other positions or opportunities they may be in the process with or considered for
 - Maintain contact with the candidate and keep a pulse on their motivations through regular check-ins, consistent communication, and reiteration of conversations related to why they want to work for the company
 - Understand the likelihood of them being counter-offered and guidance on navigating this as an obstacle
7. Conduct reference checking.
- We conduct a verbal reference checking service, which is proven to provide the most in-depth and accurate assessment of an individual's previous performance. This is compliant with all privacy legislation with a fast turnaround time. The standardised reference screening process includes:
 - **Referee identity verification** ensuring that the supplied contacts have a direct & professional relationship with the candidate
 - **Telephone contact** with 2 x referees per candidate – verbal references
 - **Comprehensive probing** which verifies dates of employment, reason for leaving, and general performance, among other critical indicators relevant to the client's organisation
 - **Tailored screening questions** taking into consideration specified criteria and requirements for the role
8. Assist the Committee with KPI setting.
- We are willing and able to assist the committee with KPI setting as required.
9. Candidate notification – successful / unsuccessful.
- For the successful candidate, we are highly strategic around the way we present offers. A few strategies are outlined below:
 - We always begin an offer conversation by reiterating the candidates self-disclosed ideal salary, in order to manage expectations
 - Prepare the candidate for a potential counteroffer from their current company, and provide support in navigating that conversation, and advice on the best way to hand in their resignation so the candidate can leave respectfully
 - For all unsuccessful candidates we notify them that they were unsuccessful, and approach this conversation strategically and with empathy, providing feedback and guidance when available.
10. Provide advice on an appropriate benchmarked remuneration package.

- Given our extensive market experience both in Executive search and within local government both in Adelaide and regionally, we are uniquely positioned to provide advice around benchmarked remuneration packages.

Careerlink has built an excellent reputation in South Australia through partnering with our Customers. Now in our 31st year of operation, we have provided recruitment services to organisations such as: South Australian Government, Local Government Agencies (council), SA Water, Detmold Group, Peregrine Corporation, William Buck, Royal District Nursing Society (RNDS), The Royal Automobile Association (RAA), SA Power Networks, Australian Red Cross Blood Service (Lifeblood), Diabetes SA, SAPOL, and many others.

Please see the below examples of successful Executive searches from the last two years:

BiomeBank	Chief Operating Officer
The Hospital Research Foundation Group	Chief Financial Officer
REISA	Chief Executive Officer
Amplified Intelligence	Chief Product Officer
Splose	Chief Operating Officer
Amplified Intelligence	Chief Technology Officer
ONDA Group	Investment Services Director
The Hospital Research Foundation Group	Head of Communications & Public Affairs
11point2	New Venture Advisor
W Sports and Media	Head of Partnerships
Peregrine Corporation	Remuneration & Benefits Manager
Peregrine Corporation	Learning and Development Manager
Oktal Sydac	System Architect
WRP Legal & Advisory	Lawyer - Commercial, IP, and Digital

Careerlink key facts:

- Operating since 1991 in South Australia
- Independently owned
- South Australian Headquartered, Owned and Operated
- Operating Adelaide CBD, Metro, Regional South Australia and nationally
- Diversity led: gender equality, >50% skilled migrant internal employees, Female Managing Director, LGBTQI workplace
- Current and ongoing supplier of SA Government

Schedule 3 Timeframe

Our standard timeframe for an executive search is 4 weeks from job briefing to delivery of a shortlist of candidates, with another week allowed for final interviews and presentation of offer.

Week 1	<p>Commencement of search, including:</p> <ul style="list-style-type: none"> • Meeting with the CEO Performance Review Committee / Selection Panel to: <ul style="list-style-type: none"> ○ obtain a deep overview of the role ○ specific questions you would like included in screenings ○ who will be involved and at what stage ○ timeline for interview dates, etc. ○ advise on a remuneration package • Identification & approach • Job advertisement writing including consideration and mitigation of gender bias • Advertising on relevant paid job platforms • Posting and exposure on our company LinkedIn pages • Employer Positioning of company in market • Candidate pool knowledge • Market analysis & name gathering
Weeks 2-3	<p>Selection Panel Search update (more or less frequently as required) -</p> <ul style="list-style-type: none"> • Telephone screening • Skills testing • Clearance and work eligibility checks • Multi-stage Interviewing (F2F or virtual) • Assessment & evaluation
Week 4	<p>Shortlist selection and presentation:</p> <ul style="list-style-type: none"> • We will present a shortlist of 3-6 candidates for the selection panels review
Week 5	<ul style="list-style-type: none"> • Interview arranging & logistical support • Undertake psychometric test / evaluation and/or other testing or evaluation, if required, for shortlisted candidates • Reference checking • Offer presentation & acceptance • Closing out unsuccessful candidates/applications • Support through onboarding



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	2211CombKKP		\$20,000,000	30/11/23	FTA Insurance Pty Ltd
Professional indemnity (if applicable)	2211CombKKP	\$5,000,000	\$10,000,000	30/11/23	FTA Insurance Pty Ltd
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	29757209	Uncapped as long as it is in line with the "Return to Work Act 2014"	Uncapped as long as it is in line with the "Return to Work Act 2014"	30/06/23	Return to Work SA Worker's Compensation
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by KPP Ventures Pty Ltd T/A Careerlink People Solutions pursuant to section 127 of the <i>Corporations Act 2001</i>	
 _____ Signature of Director Anna Pak Poy _____ Name of Director (print)	 _____ Signature of Business Support & Operations Manager Francesca McMillan _____ Name of Business Support & Operations Manager (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary _____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for [Insert Representative's name] by an authorised representative in the presence of:	
_____ Signature of witness _____ Name of witness (print)	_____ Signature of authorised representative _____ Name of authorised representative (print)

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Davidson Executive & Boards Pty Ltd 89 167 748 816
2. Contact Person	Vanessa Huxley
3. Registered Address	Level 12, 240 Queen Street Brisbane
4. Postal Address	Level 30, 91 King William Street Adelaide
5. Telephone	0417 708 112
6. Fax	
7. Email	vanessa.huxley@davidsonwp.com

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Search Process Fee	1	35,000	3,500	38,500

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Confirmed.

RELEASED

Schedule 3 Timeframe

Davidson's process typically takes between 4-6 weeks. Following that the preferred candidate may be required to provide between 4-12 weeks' notice. Please refer to the attached proposal for a detailed overview of Davidson's Search Methodology, along with a summary of delivery timeframes and key activities.

RELEASED

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	BN-CAS-22-429556	20,000,000	20,000,000	3.08.23	Liberty Speciality Markets
Professional indemnity (if applicable)	BN-CAS-22-429556	20,000,000	40,000,000	3.08.23	Liberty Speciality Markets
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	30914909			30.06.23	ReturntoWorkSA
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Davidson Executive and Boards pursuant to section 127 of the <i>Corporations Act 2001</i>	
<p>DocuSigned by: <i>Trent McMahon</i> 807DCBBA78CD41F...</p> <p>Signature of Director</p> <p>Trent McMahon</p> <p>Name of Director (print)</p>	<p>DocuSigned by: <i>Laura Regan</i> CDB7CE835270404...</p> <p>Signature of Director/Company Secretary <i>(Please delete as applicable)</i></p> <p>Laura Regan</p> <p>Name of Director/Company Secretary (print)</p>
OR	
<p>Signature of Sole Director and Sole Company Secretary</p> <p>Name of Sole Director and Sole Company Secretary (print)</p>	
OR	
Signed for [Insert Representative's name] by an authorised representative in the presence of:	
<p>Signature of witness</p> <p>Name of witness (print)</p>	<p>Signature of authorised representative</p> <p>Name of authorised representative (print)</p> <p>Position of authorised representative (print)</p>

Executive Search Proposal

Chief Executive Officer Town of Walkerville

March 2023

Attention: Melissa Jones, Mayor, Town of Walkerville

Dear Melissa,

Re: Proposal: Search and Recruitment - Chief Executive Officer

It is with great pleasure that we submit our proposal for the recruitment of the Chief Executive Officer role at the Town of Walkerville. The enclosed proposal outlines Davidson's service differentiation, our recommended search process, and the fee structure to undertake this search.

As a key supporter of the Local Government sector nationally, Davidson feels very strongly aligned with the role Town of Walkerville play in contributing meaningfully to the community. Based on our understanding of the organisation and the attributes that would enable the new Chief Executive Officer to be successful, we are committed to providing a service that will exceed expectations. As experienced search consultants with strong networks in the Local Government sector, both in South Australia and interstate, we will work tirelessly to provide the Town of Walkerville with a selection of candidates who are strong, proven leaders who can run the organisation with both highly regarded strategic and operational leadership, enabling Town of Walkerville to be a liveable, cohesive, safe, active and sustainable township.

Davidson is proud to be an Australian-based business that, over its 30 year history, has grown to become a leading and award winning firm nationwide. In the past 2 years, our team has placed over 300 executives, many of which have been executive roles across Local Government and broader service delivery organisations including education, aged care and health. Operating in six Australian capitals, our Adelaide office was formally opened in 2020. A national leader in Local Government expanding into Adelaide, we work with a local focus, under a national reach. Further adding to our Local Government expertise, Vanessa Huxley, Partner, has spent time as a Councillor at City of Port Phillip.

With our values, community focus, commitment to the Local Government sector, the partnerships we form and the work that we do in this sector is incredibly important to us. If engaged by you, we will work in true collaboration, walking alongside you through the entire process, and celebrating the success of the organisation when the new Chief Executive Officer comes on board and leads you forward. We are excited to make a positive impact for South Australia, with a strong focus on building our Local Government expertise nationally.

Within this proposal, you will find a list of relevant positions we have recently recruited. Should you put your faith in us to deliver on this critical search, we will use every means at our disposal to deliver an outstanding result and exceed your service expectations. There is no way we will let you down – it is simply too important for us to do anything else.

Should you wish to discuss this proposal or require any further information regarding our support to your recruitment efforts, please do not hesitate to contact us.

Kind Regards,

Christopher Hughes
Associate Partner
Davidson Search & Advisory
Christopher.Hughes@davidsonwp.com

Vanessa Huxley
Partner
Davidson Search & Advisory
Vanessa.Huxley@davidsonwp.com

Key Features of our Search Proposal



SEARCH STRATEGY

Blended Targeted Executive Search and Advertising Campaign including:

- Market Mapping with profiles to be shared for review and feedback
- LinkedIn email and direct phone approaches
- Database Searches and Davidson Networking with leaders in the industry
- Online Advertising to support search efforts



SEARCH TEAM

Christopher Hughes, Associate Partner, Davidson Search & Advisory
Vanessa Huxley, Partner, Davidson Search & Advisory
Jaeger Wood, Lead Organisational Psychologist, Davidson Search & Advisory



PROCESS

- Job briefing session and Success Profile development (see page 11)
- Marketing mapping and confidential talent engagement (see page 11)
- Online advertising (see page 12)
- Competency-based assessment including behavioural interview, Hirevue video recording, and Talegent psychometric and cognitive suite (see page 12)
- Panel interview support (see page 13)
- Reference checking and probity (see page 13)
- Transition counselling and support



TIMEFRAMES

Our process typically takes 4-6 weeks. Following that the preferred candidates may be required to give between 4-12 weeks' notice.



RECRUITMENT FEES

Based on our commitment to the Local Government and the Public Sector and interests to develop a long-term partnership, we propose a reduced rate of \$35,000 + GST.

Please refer to page 18 for further information on our offering to the Town of Walkerville.



Contents

- About the Town of Walkerville5
- Davidson’s Search Value Proposition.....6
- Our Experience in Placing Executive Talent7
- Your Dedicated Executive Search Leads8
- Summary of Timeframes and Activities10
- Critical Success Factors within our Search Methodology11
- The X-180 Program14
- Creating Inclusive Recruitment Practices and Processes15
- Referees16
- Proposed Fees and Costs18
- Contact Us19

RELEASED

About the Town of Walkerville

The Town of Walkerville encompasses the suburbs of Gilberton, Medindie, Vale Park and Walkerville. It is located approximately four kilometres northeast of the city of Adelaide.

The Town of Walkerville is the smallest Council in metropolitan Adelaide and covers a land area of 3.5sq km. The Township includes a total of 4,067 rateable properties and is home to more than 8,000 residents.

The district is bordered by the River Torrens, the Adelaide Park Lands and residential suburbs to the north and northeast.

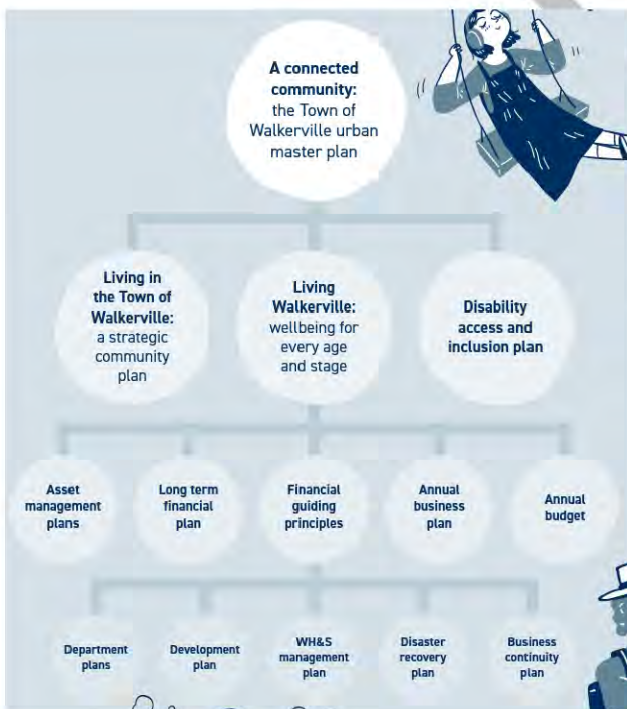
Its street boundaries are:

- Park Terrace;
- Robe Terrace;
- Main North Road;
- Nottage Terrace;
- North East Road; and
- Fife Street.



Council

- 350ha**
Total land area
- 25**
Assets and reserves
- 36.4km**
Roads
- 72.5km**
Footpaths
- 81.6km**
Kerbing



Strategic Initiatives

Driving strong policy, creating sustainability, securing the wellbeing for all and delivering outcomes in the Town of Walkerville are key tactics which formulate the town's strategic plan. Future projects and budgets will be assessed on their capacity to deliver the objectives in the plan, as well as for how they align to the desired outcomes of the seven key pillars known as:

1. Places and Spaces
2. Safety
3. Mobility and movement
4. Assets
5. Heritage
6. Economy
7. Leadership

Davidson's Search Value Proposition

Best-Practice Expertise with a National Presence and Reach

Davidson Search & Advisory is a national business with offices across Melbourne, Sydney, Brisbane, Darwin, Canberra and Adelaide.

The Davidson Search & Advisory group of Partners have a long-standing and demonstrated record of delivering Talent solutions specifically across:

- All three tiers of Government and Statutory Authorities and agencies;
- Emergency Services;
- Peak Authorities and associations;
- Infrastructure, Utilities & Transport;
- Health (including aged care and disability);
- Education; and
- Not-for-profit sector.

Ensuring Diversity

The successful placement of the Chief Executive Officer is more than just another placement to Davidson.

It is an opportunity to continue to play a part in leading, supporting and co-creating thought leadership and advancing diversity for the betterment of the sector.

Our approach to ensuring diversity is present throughout the recruitment process.

Placing the Customer Experience at the heart of every action

We invest heavily in our ability to deliver a heightened end-to-end experience for both clients and candidates. All internal and external applicants are supported through the process appropriately, and whilst challenged, they feel they have had a positive and rewarding developmental experience regardless of the outcome. Meanwhile, our clients benefit from a range of easy-to-use tools and reporting that aid in decision-making and governance.

We are passionate about continuously measuring the satisfaction measure of both candidate' and clients satisfaction via our Net Promoter Score (NPS). Today our candidate NPS is 72% and our client NPS is 85%.

We derive purpose from making a positive impact on the lives of our clients & candidates

Our founding values set in 1991 continue to lead our Value Proposition.

We live to change the lives for the better and enhancing workplaces. We guide and measure our value contribution by these six core values:



Beyond Now

We think '30 years' not '30 days' in everything we do. It's the long-term view of our relationships



Pursuit of Happiness

We truly believe that the most fundamental right of all human beings is the right to be happy



Heart and Humanity

This symbolises the important concepts of integrity, decency, ethics and compassion



1+1

This is about teamwork. We believe that none of us can achieve our full potential on our own



Campsite 4

Campsite 4 means going the extra mile. Our commitment is to do whatever it takes to get the result required



Live it Breathe it

Our relationships are fundamentally driven by our commitment to responsiveness, results and rapport

Our Experience in Placing Executive Talent

Davidson have undertaken in excess of **300 successful executive placements** in the past two years alone, with demonstrated experience in sectors and industries relevant to the Town of Walkerville:

Local Government CEO Appointments Nationally

CHIEF EXECUTIVE OFFICER, CITY OF PORT PHILLIP (2022)

CHIEF EXECUTIVE OFFICER, CITY OF HOBART (2021)

CHIEF EXECUTIVE OFFICER, CITY OF MELBOURNE (2019)

CHIEF EXECUTIVE OFFICER, CITY OF CASEY (2018)

CHIEF EXECUTIVE OFFICER, STONNINGTON CITY COUNCIL (2019)

CHIEF EXECUTIVE OFFICER, MOONEE VALLEY CITY COUNCIL (2020)

CHIEF EXECUTIVE OFFICER, IPSWICH CITY COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, MACKAY REGIONAL COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, NOOSA SHIRE COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, ALICE SPRINGS TOWN COUNCIL (2023)

CHIEF EXECUTIVE OFFICER, HUME CITY COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, WYNDHAM CITY COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, CAPE YORK LAND COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, GANNAWARRA SHIRE COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, GYMPIE REGIONAL COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, MANSFIELD SHIRE COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, SUNSHINE COAST COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, SWAN HILL RURAL COUNCIL (2022)

CHIEF EXECUTIVE OFFICER, CAIRNS REGIONAL COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, CASSOWARY COAST REGIONAL COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, LODDON SHIRE COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, MARIBYRNONG CITY COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, MOIRA SHIRE COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, SURF COAST SHIRE (2021)

CHIEF EXECUTIVE OFFICER, WESTERN DOWNS REGIONAL COUNCIL (2021)

CHIEF EXECUTIVE OFFICER, BAW BAW SHIRE COUNCIL (2020)

CHIEF EXECUTIVE OFFICER, SOUTHERN DOWNS REGIONAL COUNCIL (2020)

CHIEF EXECUTIVE OFFICER, WHITTLESEA CITY COUNCIL (2020)

CHIEF EXECUTIVE OFFICER, BASS COAST SHIRE COUNCIL (2019)

CHIEF EXECUTIVE OFFICER, LATROBE CITY COUNCIL (2019)

SA Executive Search Appointments

CHIEF EXECUTIVE OFFICER, CANCER COUNCIL SA (2021)

DIRECTOR BUSINESS AND COMMERCIAL DEVELOPMENT, SA GOVT - DEPT OF PRIMARY INDUSTRIES AND REGIONS (2021)

DIRECTOR COMMUNICATIONS AND ENGAGEMENT, SA GOVT - DEPT OF HUMAN SERVICES (2021)

EXECUTIVE DIRECTOR, STUDENT AND COMMUNITY ENGAGEMENT, TAFE SA (2021)

EXECUTIVE DIRECTOR, INDUSTRY AND WORKFORCE CAPABILITY, SA GOVT - DEPT FOR INDUSTRY, INNOVATION AND SCIENCE (CURRENT)

GENERAL MANAGER CORPORATE & REGULATORY SERVICES, CITY OF MOUNT GAMBIER (CURRENT)

GENERAL MANAGER DIGITAL, CANCER COUNCIL SA (2022)

GENERAL MANAGER STRATEGY, ENGAGEMENT AND COMMUNICATIONS, CANCER COUNCIL SA (2022)

SENIOR MANAGER ASSET MANAGEMENT, SA WATER (2021)

Please note: a much larger list of Chief Executive Officer assignments across Government and Private industry around Australia can be provided on request.

Your Dedicated Executive Search Leads



Christopher Hughes – Associate Partner, Davidson Search & Advisory

Role in this assignment: Client Lead

Christopher provides clients with talent strategies to drive high performance. He helps leading organisations hire the right people by gaining them access to the total candidate market through extensive research and market mapping.

Christopher's expertise includes researching companies and industries, developing targeted talented pools and providing market insights and mapping to identify targeted talent locally, nationally and globally.

Working across end-to-end executive search campaigns with private and public organisations, NFPs and government, Christopher is qualified in behavioural based interviewing and Genesys Psychometric Assessments to assist clients in the selection and retention of top talent, helping to determine the best fit when selecting executives.

A graduate from the University of Adelaide with a double Major in Management and Marketing, coupled with a customer experience background, Christopher also provides marketing advice to clients to develop their EVP and executive briefing documents to entice talent. Leading research and talent acquisition strategies, Christopher has an equal passion for people, problem solving and making a positive difference.



Vanessa Huxley – Partner, Davidson Search & Advisory

Role in this assignment: Client Lead

Vanessa is an experienced talent strategy and executive search consultant, with over 12 years' experience within sectors including financial services, technology, mining, government and healthcare.

Commencing her career in IT recruitment, Vanessa later transitioned into Executive Search, partnering with ASX 50 organisations to lead global search and succession projects for both Executive and Board positions.

In 2012, Vanessa ran for Local Government in the City of Port Phillip and was the elected Councillor for the Carlisle Ward from 2012 – 2016. It was a privilege for Vanessa to serve her community and she continued in her Board member position at Linden New Art until 2017.

Vanessa has a true passion for partnering with organisations to deliver exceptional talent outcomes; she is a strong advocate for diversity, with a consultative and relationship-based approach.

Vanessa has completed a Bachelor of Communications, is a Graduate of the Australian Institute of Company Directors (GAICD) and is completing a Masters in Human Resources from Monash University.



Jaeger Wood – Principal Organisational Psychologist, Davidson Search & Advisory






Role in this assignment: Lead Organisational Psychologist

Jaeger is a Registered Organisational Psychologist (AHPRA) who specialises in Psychometric Assessment for the purpose of recruitment, selection and development. Jaeger's role in the recruitment process is to provide end-to-end psychometric support to both the client and the candidates. Davidson goes above and beyond by utilising Jaeger's skills to provide panel & hiring manager debriefs on each candidates' psychometric results to ensure fit for role and successful retainment of the candidate. Jaeger also provides one-on-one psychometric debriefs for successful candidates to ensure a positive on-boarding experience and self-insight into strengths and development areas. Jaeger also debriefs unsuccessful candidates to ensure exceptional candidate care and experience.

Jaeger takes a pragmatic and practical approach when working with her clients and assists them to gain excellent outcomes through her coaching and advisory skills. She is a highly engaging group facilitator and performance coach for both individuals and teams.

Furthermore, providing the ability to effectively interact with clients and stakeholders to assist with the delivery of customised, commercial and practical solutions based on knowledge and client needs.

Summary of Timeframes and Activities

Phase	Activities	Timeframe and reporting
Phase 1 DEFINITION 	<ul style="list-style-type: none"> • Job brief workshop • Success Profile development • Milestones and reporting cadences agreed • Online advertising campaign launched 	Week 1
Phase 2 ENGAGEMENT 	<ul style="list-style-type: none"> • In-house search and market mapping • Approach target candidates and engage with the passive candidate market • Manage queries from the advertising campaign 	Week 2-4 Weekly updates including working lists and benchmark candidates, as appropriate
Phase 3 ASSESSMENT 	<ul style="list-style-type: none"> • Resume and telephone screening • Behavioural interviews • Candidate video recordings (to be shared at Shortlist) • Cognitive and Psychometric assessments of selected candidates 	Week 4-5 Weekly updates including working lists and benchmark candidates, as appropriate
Phase 4 SELECTION 	<ul style="list-style-type: none"> • Shortlist meeting and recommendations • Develop panel interview guide, including draft interview questions • Schedule, facilitate, and host panel interviews • Reference, background, and qualification checks of preferred candidate 	Week 5-6 Creation and delivery of multi-dimensional shortlist report, and panel interview guides.
Phase 5 TRANSITION 	<ul style="list-style-type: none"> • Resignation and transition support services offered for successful candidates • Career transition and coaching services offered for unsuccessful candidates • Creation of selection reports to document a fair process • Official de-brief and regular check-ins post-engagement 	Week 7-8 Creation and delivery of selection report

Critical Success Factors within our Search Methodology

Phase 1: Workshop with Town of Walkerville & Success Profile Development

We are firm believers that when organisations embark on the search for a new Chief Executive Officer, it is one of the most important decisions a Board will make. As such you have a unique opportunity to influence the organisation’s success for many years to come. We therefore invest significant time and energy in the whole selection process and it all starts with getting a very clear brief to take to the market. We speak broadly around the brief of the role to ensure flexibility in considering candidates from across sectors and also allow for greater gender balance in the final shortlist.

We will facilitate a workshop session with the Town of Walkerville Councillors to question and actively listen to reach a collective consensus from all relevant stakeholders on the key outcomes from the Chief Executive Officer role over the next 3 years and assist in understanding the Key Result Areas for the role.

Our definition workshop will ensure essential criteria required of candidates, search parameters, advertising, time frames and salary and communication/search milestones are established from the beginning. Following this workshop, we will create all draft advertisements (press, online, social media) and Success Profile for approval before officially going to market.

Davidson Success Profiles – Looking Beyond the Role Description

Davidson builds out a uniquely tailored, competency-based profile for each role, highlighting the skills, knowledge and personal attributes required in candidates. The Success Profile also highlights the key result areas upon which the success of the incoming Chief Executive Officer will rest. Our client advocates find this discussion around the key result areas to be an invaluable exercise in setting performance expectations for the incoming CEO. The Success Profile is used as a marketing tool for interested candidates, highlighting both the role and your organisation.



Phase 2: Market Engagement

Market Mapping and Search Reach Outs

Our Research team would undertake extensive primary research on this Chief Executive Officer search assignment, leveraging multiple platforms and channels to identify, attract and engage talent for the Town of Walkerville.



Multidimensional Advertising/Social Media

To complement the executive search efforts Davidson will conduct a tailored advertising campaign utilising specific job boards of relevance to this opportunity – this may include the Davidson website, Seek and LinkedIn. We can include print advertising at cost, if requested.

Davidson will also craft a banner campaign through LinkedIn that complements our significant online presence of 60,000 followers, as well as our personal existing networks across Australia and New Zealand.



Chief Executive Officer - East Gippsland CMA

Davidson
Blenheim, Blenheim & Gippsland VIC
Government - State (Government & Defence)
Full time
Posted 7 days ago
More jobs from this company

[Quick apply](#) [Save](#)

- Continue to leading change for the environment and community
- Finance, career and study opportunity in East Gippsland
- Work with a passionate and progressive Board to drive ongoing improvement

Phase 3: Assessment Process

Our advised assessment tools include:

- Resume and phone screening
- Behavioural interviews
- Talegent Psychometric Assessment (cognitive and personality)
- 2-minute candidate introductory videos
- Formal and informal reference checking

Internal Candidate Process

At Davidson, we recognise the importance of looking after internal candidates, as your employees are your greatest assets and advocates. We will ensure every internal applicant is contacted and interviewed against the agreed skills, attributes and qualifications required to perform the role of Chief Executive Officer. We will ensure your internal candidates receive the same level of care we give all our external applicants.

Reputational Risk

Our Partners are micro-specialists in their industry sectors, possessing an acute awareness of candidate reputations in the market. We assess candidate reputation based on our sector knowledge, as well as negative press checks to address reputational risk.

Weekly Reporting

Our team will provide a weekly update of our progress in reaching out to the market and a long list of interested candidates (and their status) as we travel towards the shortlist.



Phase 4: Multi-Dimensional Shortlist Report

Our Partners will meet with the Council to review the shortlist of candidates and recommendations. The shortlisting report will be presented at least 24 hours ahead of the scheduled meeting to allow you to review and consider the contents. This shortlisting report and discussions will cover:

- Candidate diversity – aiming for a gender-balanced shortlist
- Resumes of each applicant being recommended for consideration
- The 2-minute video introduction of each applicant being recommended for consideration
- A long list of all applicants who applied for the role

We will talk through the candidates and our recommendations and answer any questions, with the aim of refining the list of talent to a short list of those the selection panel would like to proceed to a panel interview.

Measuring Leadership Competence/Psychometric Assessments

Talent is internationally recognised as a leading executive assessment tool. Supported by a team of in-house Consulting Psychologists, our suite of psychometric assessment tools delivers an objective and scientific foundation for defining, assessing, and measuring potential success. These tools also enable us to provide feedback and support to candidates at various stages of the process. We typically recommend that candidates who are preferred after panel interview are requested to sit the psychometric assessment, but can accommodate variations to this schedule to suit your preference.

Some examples of the competencies, capabilities, and behaviours to be assessed will include:

- Communication
- Building Relationships
- Judgement
- Teamwork
- Managing Talent
- Resilience



Facilitating the Panel Interview Process

Our Partners will design your entire interview guide for the formal panel interviews. These can be undertaken on your premises or complimentary at one of our designated office locations across the country.

Partners can form part of your official selection panel for the search or simply coordinate the process on your behalf.

Davidson will take responsibility for developing the final Selection Report and undertake all probity and reference checks as required and provide them in an agreed timely manner.

The X-180 Program

Davidson offers a partnership that extends beyond the acceptance of a role.

All new executives experience a 'learning curve' period during the first stage of their transition. Research has shown that 64% of executives hired from outside a company will fail during this period*. We know how important it is to get the transition right for your next executive role and set your new hire up for ongoing success. This must be done in a deliberate manner, with the right support.

Our X-180 Program provides newly placed executives with a personalised experience that is designed to help them transition into their new role.

The complete 180-day program centres around a facilitated, half-day session with senior members of our Search & Advisory team. These sessions are designed to draw out an executive's top priorities and work through strategies to enable them to achieve those priorities quickly and successfully. It also supports the executive to identify the people and the partnerships that will be crucial to their success and gain clarity on what drives them.

Following the workshop, we provide a confidential, customised report that delivers a 180-day plan for the executive journey ahead, based on the discussions in the session.

We care about the success of the candidates we place. That's why we ensure that our team will be there every step of the way through their transition.

For this additional offering, we are pleased to offer a reduced rate of **\$3,771 + GST**.



*Snell, A. (2006). *Researching onboarding best practice: Using research to connect onboarding processes with employee satisfaction*. *Strategic HR Review*.

Creating Inclusive Recruitment Practices and Processes

Davidson is committed to creating inclusive recruitment practices and ensuring processes achieve best practice standards for improving diversity and inclusion outcomes through the hiring processes of our clients. Our approach to achieving this includes:



Gender balance in talent pools

We commit to gender balanced shortlisting in all of our search assignment and will work with our clients to improve employment access and participation for female and non-binary applicants.



Diversity statistics on talent pool and shortlist reporting

Davidson reports on diversity statistics for the 'Talent Pool' and 'Shortlist' stages of our recruitment processes. This ensures diversity and inclusion remains front of mind throughout any recruitment process.



Unconscious bias training

Davidson consultants take a scientific approach to search and selection, and diversity and inclusion training is provided both during our induction process and as a part of ongoing development within our business. Consultants are trained to be self-aware of the psychological and social influences that impact on how we see those who are different from us. This improved awareness of our unconscious mechanisms can assist us to make choices that enable us to see how differences in others can add value to organisations we



Diversity across the Davidson team

Davidson aim to have gender balance across the consultant delivery team for each recruitment assignment, where possible. This also provides us with the flexibility to ensure gender balanced selection panels can be achieved.



Availability of the consulting team for pre-application discussions

Our consultants are available for discussions with prospective candidates prior to submitting an application. This is especially important for achieving diversity and inclusion outcomes as it allows us to encourage a range of candidates to apply.



Promotion of the Town of Walkerville's Employee Value Proposition

Davidson will work with the Town of Walkerville to promote the organisation as an employer of choice with a special emphasis on the culture, flexibility and other elements that will enhance the ability to attract a diverse talent pool.

Referees

Referees



Clare Stewart, Mayor Noosa Shire Council
Phone: 0457 268 950

Davidson partnered with Clare Stewart and the Councillor group on the recruitment of Noosa Shire Council's Chief Executive Officer in 2022.



Anna Reynolds, Lord Mayor, City of Hobart
Email: cr.reynolds@hobartcity.com.au

Davidson partnered with Anna Reynolds and the Councillor group on the recruitment of City of Hobart's Chief Executive Officer in 2022.



Heather Cunsolo, Mayor, City of Port Phillip
Email: Heather.Cunsolo@portphillip.vic.gov.au
Phone: 0466 227 014

Davidson partnered with Heather Cunsolo and the Councillor group on the recruitment of City of Port Phillip's Chief Executive Officer in 2023.



Kerry Rowlands, Chief Executive Officer, Cancer Council SA
Email: krowlands@cancersa.org.au

Davidson partnered with Kerry Rowlands on the recruitment of four General Manager roles in 2022.

Testimonials

"Thank you so much Clare & Seamus for all of your work to help us find Kelly Grigsby. The Council is pleased to have secured someone of Kelly's calibre and experience. I'm sure we could not have got such a great result without you."

Anna Reynolds, Lord Mayor, Hobart City Council



"The work undertaken by Davidson Executive and Boards in helping Melbourne City Council find our new CEO was phenomenal. They were able to identify a broad range of talent for us to consider, including a number of great candidates from outside the usual spectrum of consideration. This extended our thinking about what kinds of candidates were suitable to lead our organisation."

The professionalism of Davidson was excellent, as well as the team's systems and reporting measures. My fellow Councillors and I felt fully supported through this very important process, and I think the results of the team's work speaks for itself in that we were able to hire an outstanding CEO who has provided new energy to our organisation."

Sally Capp, Lord Mayor, Melbourne City Council



"We have found Davidson an outstanding firm to partner in seeking executive talent for our business, using them for several recent recruitment processes with great success. We have also found their accessibility, responsiveness and adaptability a real asset in rapidly progressing recruitments, particularly during the uncertainty arising from the COVID-19 pandemic. As a large South Australian utility we have found their detailed sector knowledge and national networks incredibly helpful in identifying the right candidates to meet our needs. Key to this has been their integrity and transparency in working with external and internal applicants, both through their local lead Melanie here in Adelaide and through other Senior Partners, including Jarrod McLauchlan from Victoria as well as others from around the country."

David Ryan, Chief Executive SA Water



Proposed Fees and Costs

Fee Structure

Under Davidson's commitment to the Local Government and the Public Sector we would like to offer a reduced fee of \$35,000 + GST.

The rendering of fees is outlined below:

- 1/3 of the fee will be invoiced upon commencement of the project
- 1/3 of the fee will be invoiced upon presentation of the shortlist
- The balance of the fee will be invoiced upon successful completion of the assignment; that is, when an offer is accepted by the successful Candidate

Inclusions

- Job briefing session and Success Profile development
- Online advertising, and promotion through Davidson's national LinkedIn channels
- Marketing mapping and confidential talent engagement
- Competency-based assessment including behavioural interview, Hirevue video recording, and Talegent psychometric and cognitive suite
- Panel interview support, including draft interview questions, interview documentation, and facilitation (including hosting at our CBD office if requested)
- Reference checking and probity (including police, right-to-work and qualifications checks)
- Candidate transition counselling and support

Exclusions

If required and only with your prior consent, additional costs that may be incurred include:

- Print advertising as requested (National, State, Local)
- Travel and accommodation for interstate and international candidates
- The X-180 Program (support for first 180 days)

Replacement Guarantee Period

We provide a 12-month replacement guarantee period for the successful appointment from commencement.

Payment Terms

- A schedule of our terms of business will be forwarded to you once the proposal is accepted
- Our terms of business require settlement of our invoices in full within 14 days of the date of our invoice
- All fees are exclusive of GST

Contact Us

For a further discussion, please contact:



Vanessa Huxley – Partner
0417 708 112
Vanessa.Huxley@davidsonwp.com



Christopher Hughes – Associate Partner
0431 861 230
Christopher.Hughes@davidsonwp.com

RELEASED

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We **Drake Australia Pty Ltd** (Respondent) on **17th March 2023**
 Having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Drake Australia Pty Ltd 42 004 939 771
2. Contact Person	Paul Marshall
3. Registered Address	Level 40 / 55 Collins Street Melbourne VIC 3000
4. Postal Address	Level 40 / 55 Collins Street Melbourne VIC 3000
5. Telephone	0412 795 440
6. Fax	N/A
7. Email	PMarshall@au.drakeintl.com

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Professional Recruitment Services for the position of Chief Executive Officer Payment terms of 14 days from invoice (negotiable) and a three (3) month guarantee period per placement.	N/A	\$25,691.25	\$2569.125	\$28,260.375

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Drake Response:

Please see **Drake Response – Schedule 2** for our compliance with Town of Walkerville's Specifications and our capability to deliver the full suite of services.

RELEASED

Schedule 3 Timeframe

Drake Response:

Please see Drake Response – Schedule 3 for our indicative timeframe to deliver the required services to Town of Walkerville.

RELEASED



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	10M8269065	\$20,000,000	\$20,000,000	31/10/2023	CGU Insurance Limited
Professional indemnity (if applicable)	C3MIS1887006	\$10,000,000	\$20,000,000	31/10/2023	CGU Insurance Limited
Property and facilities	N/A				
Contents	N/A				
Vehicles plant & equipment	N/A				
Workers compensation	17244901	N/A	N/A	30/06/2023	Return to Work SA
Directors and officers (if applicable)	N/A				
Other	N/A				

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

<p>Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i></p>	
<p>_____ Signature of Director</p> <p>_____ Name of Director (print)</p>	<p>_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i></p> <p>_____ Name of Director/Company Secretary (print)</p>
<p>OR</p> <p>_____ Signature of Sole Director and Sole Company Secretary</p> <p>_____ Name of Sole Director and Sole Company Secretary (print)</p>	
<p>OR Signed for Drake Australia Pty Ltd by an authorised representative in the presence of:</p>	
<p> _____ Signature of witness</p> <p>GARRETT OVEREND _____ Name of witness (print)</p>	<p> _____ Signature of authorised representative</p> <p>PAUL MARSHALL _____ Name of authorised representative (print)</p> <p>SENIOR 360 CONSULTANT _____ Position of authorised representative (print)</p>



SCHEDULE 2 - SPECIFICATION

Professional Recruitment Services
for the Position of CEO

Thank you for the opportunity to present our capability to the Town of Walkerville for the provision of a CEO recruitment process. Drake confirms our ability to undertake the full Specification provided by the Town of Walkerville.

Who we are

Our specialist division, Drake Executive, focuses on sourcing and delivering high-performing Executive and C-suite candidates across a diverse range of industries and the Public sector. Our proven Executive Recruit-to-Fit methodology, along with a series of in-depth behavioural assessments, is a successful process that has been refined for over 70 years. With a national and global footprint, Drake Executive has developed extensive networks and a sustained track record of attracting hard-to-find talent for high-level organisational jobs.

What we offer

Our Executive sourcing methodology is influenced by global best practices, utilising a combination of traditional and technology-based assessment tools to source Executive talent characterised by high-performance and organisational fit.

Our approach to the market is targeted, selective, and disciplined. Drake Executive's established networks uncover key talent through ability and reputation before making approaches, ensuring we understand the cultural fit and professional capacity behind the profile.

With a dedicated Executive service line that operates in various industries and has been a fixture in the Australian Public sector for over 30 years, our specialist personnel appreciate the nuances of Government recruitment and deliver best-in-class Executive talent to Government throughout Australia. Our national and global networks enable us to reach talent from many industries and backgrounds, not just sector specific talent.

As an experienced Executive recruiter, we consult with clients such as the Town of Walkerville to gain a detailed understanding of your requirements for candidate qualifications and experience.

The challenge in recruiting for Executive roles is finding suitably qualified individuals with the necessary experience to direct organisations in fulfilling business objectives. Individuals of this calibre are seldom available for employment, so the challenge lies in conducting targeted search strategies, and securing suitable candidates.

We focus our efforts on placing the right Executive candidate in the first instance. Our sophisticated market mapping techniques and dedicated researchers, coupled with proven specialist recruiters, ensure the right talent is delivered for every job brief.

What makes us different?

The Drake Difference is underlined by our expertise, our team of specialist Public sector consultants, the ability to attract both active and passive candidates, and the identification of highly sought-after Executive talent. Our points of difference comprise:

- **Networking** which includes the CEO Institute and other senior associations, to develop and maintain relationships with Executive talent
- **National and Global presence** with 15 offices Australia-wide, our locations include every mainland state and territory, plus regional Australia
- **Staff, processes, and tools** to fully deliver an in-depth, thorough, and exhaustive search and selection process
- **Understanding the requirements of senior Executive roles** to deliver a service tailored to Government requirements and of the intrinsic motivators of the Executive candidate
- **Proactive Account Management Team** including a dedicated National Account Manager and state-based account management across all agreed role categories and regions
- **Continuous Building of a Government Talent Network** building our talent pool of active and passive senior talent.
- **Regular communication and service calls** to provide regular progress reports on current recruitment drives, keeping Government informed throughout the process
- **Quarterly/Annual reviews** between Drake's dedicated National Account Manager and your key stakeholders to ensure strategic alignment and that key deliverables are being achieved

We highlight our expertise in addressing each Town of Walkerville Specification requirement:

1). Meeting with the CEO Performance Review Committee / Selection Panel (the Committee) to discuss options for the recruitment process.

Drake's Executive recruitment division focuses on sourcing and delivering high performing Executive and C-suite candidates across a diverse range of industries within the private and public sector. With a national and global footprint, Drake Executive has developed extensive networks and a proven track record of attracting hard-to-find Executive talent for high-level organisational jobs. As an experienced Executive recruiter, we consult with clients such as the Town of Walkerville to gain a detailed understanding of your requirements for candidate qualifications and experience.

Our established and successful 12-step end-to-end Executive recruitment process spans engagement to placement, and includes:

1. **Evaluate Your Needs** to create a job specification including the key selection criteria, cultural requirements, and specific challenges.
2. **Job Profile** formulating a detailed position description.
3. **Top Performer Profile** to uncover the skills, knowledge, and behaviours of successful individuals.
4. **Candidate Sourcing** through our national and global talent pools, traditional media, Executive search and market mapping, Executive database, social media, networking, and our specialist referral network.
5. **Screen** candidates to develop a shortlist of top performers.
6. **Interview** and utilise behavioural interview questions to identify high performers against key selection criteria.
7. **Assess Skills** to validate the candidates' background including ability, aptitude, and occupational skills testing and cognitive assessments.
8. **Behavioural Assessments** to understand personal strengths, leadership style, decision-making style, energy level, motivational needs, Emotional Quotient, and stress levels.
9. **Reference** and background checks to verify employment history and background, including criminal and credit checks.
10. **Final Shortlist of Candidates** and in-depth consultation on final selection.
11. **Offer Negotiation** and assistance with offer presentation.
12. **After Placement Service** to monitor a new Executive's progress during their induction.

2). Assist with the refinement of any/all documentation (if necessary).

Our experienced team are highly skilled and able to assess key selection criteria and behaviours. This is accomplished utilising the detailed behavioural and competency-based analysis of candidates (all Executive consultants utilise the STAR - Situation, Task, Action, Results - methodology), followed by a technical capability review.

A selection summary assessment report can be provided to the Town of Walkerville selection committee, if required.

3). Conduct all advertising on online platforms.

Drake's experienced Human Resources Consultant will draft and advertise the role across online job boards, the Drake Website, and internally utilising our extensive candidate pools and established connections.

Our strategy encompasses:

- Targeted talent search including market mapping (Google search, LinkedIn, Seek Premium Talent Search, networking, and local searches as well as Drake's internal talent network)
- Localised Recruitment (University Fairs, Career Fairs, Industry Association and Events, Word of Mouth, Candidate Referrals)
- Databases (Drake Internal, Drake Talent Network)
- Job Boards (Seek, LinkedIn, Jora, Adzuna, Indeed etc.)
- Digital (Google AdWords, Sponsored Ads, Ad Optimisation, Remarketing, Print Advertising, Industry Publications)
- Social Media (LinkedIn, Facebook, Instagram)

4). Assist with candidate shortlisting.

Our experienced team are highly skilled in candidate selection and able to assess client requirements, cultural fit, and key selection criteria and behaviours. This is accomplished utilising the following process:

- Detailed behavioural and competency-based analysis of candidates (all Executive consultants utilise the STAR - Situation, Task, Action, Results - methodology)
- Technical capability review
- The shortlist is then reviewed through client panel interviews and further assessment
- Drake has a dedicated in-house psychologist who can administer a range of psychometric assessment tools

Drake's Human Resources Consultant will be available to the Town of Walkerville selection committee to discuss any details relating to shortlisted candidates presented, and to address any additional information required.

Our Human Resources Consultant will provide Town of Walkerville with a candidate biography and resume via email for each shortlisted candidate.

5). Assist the with panel interview preparation.

We are experienced in sourcing information regarding a candidates' abilities, qualifications, behavioural traits, and specific job-related evidence that require proven examples.

A Drake Human Resources Consultant will develop questions based on the key selection criteria, and these questions will be asked as part of the initial screen interview. Our established assessment process includes:

A Drake Human Resources Consultant will develop questions based on the key selection criteria, and these questions will be asked as part of the initial screen interview. Our established assessment process includes:



STAGE 1 (SCOPING)

Our assignment scoping sets clear parameters to establish the key requirements and position capability requirements for the specific role. Key aspects include:

- Detailed briefing with key stakeholders
- Advise on most appropriate sourcing strategy and gain agreement with all stakeholders.
- Agree on indicative timeframes and milestones throughout the search process (a project plan will be agreed)



STAGE 2 (SOURCING)

Key aspects include:

- Targeted Executive search utilising dedicated research and relevant mapping
- Existing Executive network and referral
- Contemporary social media
- We have extensive networks enabling us to tap into candidates from many industries and backgrounds, not just sector specific talent (this ensures diversity and choice)



STAGE 3 (SCREENING)

Our comprehensive screening process will ensure the target criteria and attributes for the role are assessed to build the best possible shortlist. The key aspects of our screening are:

- Intensive review of all applications
- Compilation of a long-list summary of candidates
- Determine an initial shortlist



STAGE 4 (SELECTION)

Our experienced team are highly skilled in candidate selection and able to assess client requirements, cultural fit, and key selection criteria and behaviours. This is accomplished utilising the following process:

- Detailed behavioural and competency-based analysis of candidates (all Executive consultants utilise the STAR - Situation, Task, Action, Results - methodology)
- Technical capability review
- The shortlist is then reviewed through client panel interviews and further assessment
- Drake has a dedicated in-house psychologist who can administer a range of psychometric assessment tools



STAGE 5 (ACQUISITION)

Once the preferred candidate(s) have been identified through the selection process, the following process is undertaken. Key factors in getting a successful outcome include:

- Detailed referencing
- Pre-discussed compensation and motivational aspects are used to negotiate a successful offer and acceptance
- Management of candidate through resignation and on-boarding into the client
- Management of unsuccessful feedback to all candidates

Value-Added Services.

We can administer Drake P3, which is an online behavioural assessment tool removing the guesswork in predicting performance and behavioural compatibility, so you can get to know people better, faster, and smarter.

Designed by a team of organisational psychologists, Drake P3 analyses the four key behavioural traits most predictive of workplace performance.

- **Dominance**
- **Extroversion**
- **Patience**
- **Conformity**

A person's merits, skills and qualifications is important, however understanding the key behavioural traits best suited to your corporate culture, team or job role is essential, opening the door to numerous benefits.

To hire, develop, and retain the best, you require tools that enable you to better understand your workforce.



SCHEDULE 3 - TIMEFRAME

Professional Recruitment Services for the Position of CEO



Drake's Executive sourcing methodology is influenced by global best practices, utilising a combination of traditional and technology-based assessment tools to source Executive talent characterised by high-performance and organisational fit.

Our approach to the market is targeted, selective, and disciplined. Drake Executive's established networks uncover key talent through ability and reputation before making approaches, ensuring we understand the cultural fit and professional capacity behind the profile.

An established and successful 12-step end-to-end Executive recruitment process is utilised, which spans engagement to placement, including:

1. **Evaluate Your Needs** to create a job specification including the key selection criteria, cultural requirements, specific challenges, and desired timeframe.
2. **Job Profile** formulating a detailed position description.
3. **Top Performer Profile** to uncover the skills, knowledge, and behaviours of successful individuals.
4. **Candidate Sourcing** through our national and global talent pools, traditional media, Executive search and market mapping, Executive database, social media, networking, and our specialist referral network.
5. **Screen** candidates to develop a shortlist of top performers.
6. **Interview** and utilise behavioural interview questions to identify high performers against key selection criteria.
7. **Assess Skills** to validate the candidates' background including ability, aptitude, and occupational skills testing and cognitive assessments.
8. **Behavioural Assessments** to understand personal strengths, leadership style, decision-making style, energy level, motivational needs, Emotional Quotient, and stress levels.
9. **Reference** and background checks to verify employment history and background, including criminal and credit checks.
10. **Final Shortlist of Candidates** and in-depth consultation on final selection.
11. **Offer Negotiation** and assistance with offer presentation.
12. **After Placement Service** to monitor a new Executive's progress during their induction.

We would be delighted to discuss your preferred timeframe requirements for the recruitment of a Chief Executive Officer (CEO) with key Town of Walkerville stakeholders.

Response Request (VP349315) **VPR595164**
Recruitment Services for the Position of Chief Executive Officer

Supplier **Elite Executive - Recruitment & Search Consultants**
 Validated Business Name **ELITE EXECUTIVE PTY LTD**
 Business Number **ABN 98 602 925 379**
 Location **18 Scott St Parramatta Park, Queensland 4870 Australia**

These prices are **Fixed**

The following comments were added : Additional cost for Hogan Psychometric Testing. General assessment and video introductions included. *as per attached RFQ document.

Quoted items

Product	RC D%	#	Unit Price	Tax	Total Price
1 Executive Recruitment Process for Chief Executive Officer		1 x	\$35,000.00	\$3,500.00	\$38,500.00
				\$3,500.00	\$38,500.00

Quoted items - Detailed View

Product	RC D%	#	Unit Price	Tax	Total Price																																										
1 Executive Recruitment Process for Chief Executive Officer		1 x	\$35,000.00	\$3,500.00	\$38,500.00																																										
<table border="1"> <tr> <td>Product</td> <td colspan="5">Executive Recruitment Process for Chief Executive Officer</td> </tr> <tr> <td>Description</td> <td colspan="5">End to End Executive Recruitment Process for Chief Executive Officer as outlined in the attached RFQ response from Elite Executive.</td> </tr> <tr> <td>Unit Price</td> <td></td> <td>\$35,000.00</td> <td colspan="3"></td> </tr> <tr> <td>Quantity quoted</td> <td></td> <td>x 1</td> <td colspan="3"></td> </tr> <tr> <td>Post Discount Total</td> <td></td> <td>\$35,000.00</td> <td colspan="3"></td> </tr> <tr> <td>Tax Rate Applied (10.0%)</td> <td></td> <td>\$3,500.00</td> <td colspan="3"></td> </tr> <tr> <td>TOTAL</td> <td>Tax Applied</td> <td>\$38,500.00</td> <td colspan="3"></td> </tr> </table>						Product	Executive Recruitment Process for Chief Executive Officer					Description	End to End Executive Recruitment Process for Chief Executive Officer as outlined in the attached RFQ response from Elite Executive.					Unit Price		\$35,000.00				Quantity quoted		x 1				Post Discount Total		\$35,000.00				Tax Rate Applied (10.0%)		\$3,500.00				TOTAL	Tax Applied	\$38,500.00			
Product	Executive Recruitment Process for Chief Executive Officer																																														
Description	End to End Executive Recruitment Process for Chief Executive Officer as outlined in the attached RFQ response from Elite Executive.																																														
Unit Price		\$35,000.00																																													
Quantity quoted		x 1																																													
Post Discount Total		\$35,000.00																																													
Tax Rate Applied (10.0%)		\$3,500.00																																													
TOTAL	Tax Applied	\$38,500.00																																													

Tax	Total Price
\$3,500.00	\$38,500.00

RELEASE



TERMS OF BUSINESS

THE PARTIES AGREE:

1. AGREEMENT

- 1.1 This Agreement comprises the schedules, Fee Schedule and Proposal and, when read together, sets out the terms upon which Elite will provide Recruitment Services and/or Temporary Contract Services to the Client.
- 1.2 The terms of this Agreement are accepted or deemed to be accepted by Client, and become effective when the Client:-
- (a) Accepts the terms of the Agreement by acknowledgment in writing, verbally or by conduct.
 - (b) Provides Elite with a Recruitment Request.
 - (c) Approaches, interviews, employs or engages a Candidate or refers a Candidate to a Third Party.
- 1.3 Where Client has formerly engaged Elite in respect of Temporary Contract Services or Recruitment Services, the terms of this Agreement shall apply to any subsequent Recruitment Request.

2. RECRUITMENT REQUEST

- 2.1 Where Client wishes to engage Elite to undertake Recruitment Services and/or Temporary Contract Services, it shall provide Elite with the following information:-
- (a) The nature of the services requested.
 - (b) The estimated timeframe of the services.
 - (c) A clear description of the requirements of Client.
 - (d) Stating whether any other recruitment agency has or will be approached in respect of the Recruitment Services.
- 2.2 Elite may accept or decline a Recruitment Request in its absolute discretion or conditionally accept a Recruitment Request subject to additional terms.
- 2.3 The Recruitment Request provided shall be in sufficient detail to allow Elite to prepare an offer document or Proposal in respect of the Recruitment Request.
- 2.4 Client warrants that all information provided to Elite or a Candidate in respect of Client, the business operated by Client, the Position and employment details or conditions will be or are true and accurate and not misleading nor likely to mislead. Client indemnifies Elite for any loss or damage suffered by Elite as a result of a breach of this warranty.
- 2.5 Where Elite accepts a Recruitment Request on account of Recruitment Services it may, in its discretion accept such a Recruitment Request on a contingent, exclusive or retained basis and this will be notified to Client in the Reference Schedule or Proposal or as otherwise agreed in writing. Where the basis is not otherwise notified, the acceptance is on a retained basis and clause 3.2 applies.

3. FEES, VARIATION AND PAYMENT TERMS

- 3.1 Client will pay Elite the Placement Fee, without set off or deduction, when they fall due for payment. Elite's payment terms are seven (7) days from the date of its invoice and the Placement Fee may be paid in any manner identified on the invoice.
- 3.2 Unless otherwise agreed in writing, Elite's payment terms for Recruitment Services are as follows:-
- (a) One third of the Placement Fee upon Elite's acceptance of the Recruitment Request.
 - (b) One third of the Placement Fee upon presentation of short-listed Candidates who are accepted for an interview by Client.
 - (c) The balance Placement Fee is payable upon a Candidate accepting (in writing, verbally or by conduct) a Position with Client.
- 3.3 Elite may vary the Placement Fee from time to time by providing Client with an updated Fee Schedule in which case the updated Fee Schedule shall be deemed to take effect from the later of:-
- (a) The date specified in the updated Fee Schedule; or
 - (b) The date which is fourteen (14) days from the date the updated Fee Schedule is provided to Client.
- 3.4 Where Client is not satisfied with the variation of the Placement Fee it may:-
- (a) Approach Elite with a view to negotiating alternative Placement Fees (if agreed).
 - (b) Vary the scope of services to be provided by Elite.
 - (c) Terminate this Agreement in accordance with clause 7.1.
- 3.5 Where Elite and Client agree, in writing, to bespoke Placement Fees in respect of a particular Recruitment Request, such Placement Fees shall apply in respect of the particular Recruitment Request only. It is intended that, where this clause applies, such terms would be reflected in the Proposal.
- 3.6 Fees payable in respect of Temporary Contract Services are as set out in the Fee Schedule and are payable in accordance with the terms of the tax invoice issued by Elite.
- 3.7 Where Client does not make payment within thirty (30) days from the due date then Client may be liable to pay interest on the outstanding amount at the rate of 10% per annum.

4. RECRUITMENT EXPENSES

- 4.1 Client authorises Elite to incur the Recruitment Expenses and will pay or reimburse Elite for such Recruitment Expenses (in addition to the Placement Fee) in accordance with Elite's payment terms.

5. CANDIDATE ENGAGEMENT & EXCLUSIVITY

- 5.1 Client must promptly notify Elite if/when a Candidate accepts a Position with Client and provide Elite with details of the offer (including remuneration) accepted by the Candidate.
- 5.2 Each time a Candidate is presented to Client, a twelve (12) month exclusivity period (Exclusivity Period) shall commence whereby the employment, appointment or engagement of Candidate to a Position by Client or a Third Party in any of the following circumstances shall entitle Elite to receive payment of a Placement Fee:-
- (a) A Candidate is appointed, employed or engaged to any Position (including the original Position or any other Position) by Client within the Exclusivity Period.
 - (b) A Candidate is appointed, employed or engaged in any Position by a Third Party where the Candidate was referred to the Third Party by Client within the Exclusivity Period.
- 5.3 Client undertakes that it will promptly notify Elite where:-
- (a) It engages, appoints or employs a Candidate to a Position within the Exclusivity Period.
 - (b) It refers a Candidate to a Third Party and the Third Party engages, appoints or employs a Candidate to a Position within the Exclusivity Period.

- 5.4 For the avoidance of doubt, the exclusivity shall commence again for each subsequent presentation of the same Candidate.
- 5.5 By way of example only:-
Candidate is initially presented to Client on 1 January. The Exclusivity Period will therefore commence on 1 January and expire 31 December. However, on June 30, Candidate is again presented to Client in respect of a separate Position. The Exclusivity Period will now extend to 29 June in the following year.
- 5.6 Client agrees that, where it has engaged Elite in respect of Recruitment Services it will:-
- Promptly notify Elite where a Candidate is referred to Client by a Third Party (including another recruitment agency).
 - Promptly notify Elite where a person is identified by Client, referred to Client or applies for a Position direct with Client and authorises Elite to contact the person in respect of the Position for which Elite is recruiting to determine the suitability of the person as a Candidate. Where Elite determines that the person may be suitable, that person is deemed a Candidate for the purposes of this Agreement.
- 5.7 Client acknowledges Elite invests significant amounts of time, money, effort and resources in sourcing and establishing relationships with Candidates and this clause is reasonable in the circumstances.
- 5.8 This clause 5 survives termination of this Agreement.

6. REPLACEMENT

- 6.1 Where replacement terms apply to a particular Recruitment Request, the following terms apply.
- 6.2 If a Candidate accepts a Position with Client or a Third Party offer but within the Replacement Period the Candidate:-
- fails to commence (at the volition of the Candidate);
 - is lawfully terminated by Client for unsatisfactory performance; or
 - failure to meet recruitment specifications
- (d) Then, Elite will find a replacement Candidate (once only) (Replacement Candidate) and shall not charge the Client the Placement Fee in respect of the Replacement Candidate. However, where the Placement Fee of a replacement Candidate would result in an increased fee (for example, due to a greater remuneration package for the Placement Candidate), then Client must pay Elite the difference between the Placement Fee for the original Candidate and the Placement Fee for the Replacement Candidate.
- 6.3 The terms of this clause 6 do not apply if:-
- A Candidate is terminated unlawfully;
 - The Candidate's position is made redundant by Client;
 - if Candidate fails to commence or resigns as a result of:-
 - The negligent or unlawful action or omission of Client in its role as employer.
 - the Candidate's position differs to that which Candidate was initially appointed to.
- 6.4 These terms in clause 6 are only available to a Client on the following terms (unless otherwise agreed, in writing, with Elite):-
- The Replacement of a Candidate may only be utilised by Client once.
 - Position description remains unchanged and all Placement Fees and Recruitment Costs owing by Client to Elite been paid in full within seven (7) days of the invoice date.
 - The Client is not otherwise in default under this Agreement and has not, during the course of the Agreement, been in default of its obligations under this Agreement; and
 - Elite is appointed exclusively to find a replacement for the Candidate.
- 6.5 Where the Candidate has been placed on Assignment with the Client on Assignment immediately before accepting a permanent position, the period of time of the Assignment will deducted from the Replacement Period.
- 6.6 If:
- the Client does not require a replacement Candidate immediately; or
 - Elite does not find a suitable replacement Candidate based on the Position description within three (3) months from the date Client requests the replacement Candidate
- Then, Client may elect to receive a credit equivalent to 50% of the Placement Fee paid by Client in respect of the original Candidate. Such credit will remain valid for 6 months from the date of its issue and may be used by Client in respect of Recruitment Services only.
- 6.7 Where Client elects to utilise such credit in respect of Recruitment Services and Client then terminates this Agreement or suspends the Recruitment Services, any balance credit remaining is forfeited.
- 6.8 Recruitment Costs associated with a replacement Candidate remain an expense of the Client, payable in accordance with Elite's payment terms and may not be offset by the credit amount.

7. SUSPENSION, DEFAULT AND TERMINATION

- 7.1 Either party may terminate this Agreement, without cause, by providing fourteen (14) days written notice to the other party. Where this Agreement is terminated pursuant to this clause, fees are still payable as set out in the Fee Schedule.
- 7.2 Either party may terminate this Agreement for:-
- A material breach of a term of this Agreement where the breach cannot be remedied; or
 - A breach of a term of this Agreement which is capable of remedy but which remains unremedied after written notice has been provided by the non-defaulting party to the defaulting party, requiring remedy of the breach within seven (7) days.
 - An insolvency event (including the appointment of a bankruptcy trustee, administrator or liquidator, as the case may be) happening in respect of either party.
- 7.3 Where Elite terminates this Agreement pursuant to clause 7.2, Elite shall be entitled to the total amount of any Placement Fee payable to Elite if a Candidate was placed in a Position.
- 7.4 Elite may, by notice in writing to Client, suspend its performance of the Recruitment Services if, in its reasonable opinion, Client:-
- Is not complying with its obligations under this Agreement;
 - Has misled Elite or a Candidate or misrepresented any detail in respect of the Position or the Client or its business.
 - Has disclosed confidential information, including details of a Candidate, in breach of this Agreement.
 - Fails to pay an amount due to Elite when due.
 - Appoints another provider where Elite has been appointed on an exclusive basis.
- 7.5 Client may also be charged a Cancellation Fee as set out in the Fee Schedule.

8. LIMIT OF LIABILITY

- 8.1 Elite makes no representations and provides no guarantee that its Candidates will achieve a certain level of performance, achieve a certain outcome or attain a certain goal. Elite shall not be liable in any way for the performance, actions or omissions of a Candidate. Client must satisfy itself as to the suitability of a Candidate for a Position.

- 8.2 Elite shall take all reasonable steps to verify the accuracy of information provided by a Candidate but shall not be liable for any loss suffered by Client or a Third Party for any inaccuracies in the information provided by the Candidate or inaccuracies in search results undertaken by Elite in respect of a Candidate.
- 8.3 Elite excludes any warranty, guarantee or representation in relation to the Candidates or the services performed by Elite under this Agreement unless it is otherwise expressly stated in this Agreement or may not be excluded under the Australian Consumer Law
- 8.4 Where under the *Competition and Consumer Act 2010 (Australian Consumer Law)* Elite is unable to a guarantee in respect of services provided by Elite under this Agreement, Elite hereby limits its liability for failure to comply with a guarantee to the lesser of:-
- (a) The supplying of the services again; or
 - (b) The payment of the cost of having the services supplied again; or
 - (c) The Placement Fees paid by Client to Elite in the twelve (12) months prior to the event giving rise to liability.
- 8.5 If the Customer is a consumer as defined in the Australian Consumer Law, nothing in this Agreement restricts, limits or modifies the Customer's statutory guarantee under the Australian Consumer Law.
- 8.6 Elite shall not be liable for any loss or damage (including loss of profits, business or goodwill) suffered by Client or any Third Party caused directly or indirectly by a Candidate, including loss suffered as a result of a Candidate not accepting a Position or resigning or being terminated from a Position for whatever reason.

9. INDEMNITY

- 9.1 Client will be liable for loss or damage suffered by Elite (or its officeholders) or the Candidate or Worker from any breach by Client of its obligations under this Agreement, by the unlawful or negligent acts or omissions of the Client in the course of the performance of its obligations under this Agreement or its Appointment of a Candidate or in respect of an Assignment.
- 9.2 Client releases and indemnifies Elite and all its officers, servants and agents from and against all actions, proceedings, claims and demands which may be brought or made against them by any person, including a Candidate, Worker, Client or Third Party arising from -
- (a) any wilful, unlawful or negligent act or omission of the Client;
 - (b) death, injury, loss or damage suffered by Elite or a Candidate where death, injury, loss or damage is caused by the negligence, wrongful act or omission of the Client;
 - (c) any breach of this Agreement by Client.

10. GST

- 10.1 All amounts referred to in this Agreement are GST exclusive unless otherwise required. The supplier shall provide a tax invoice in respect of any taxable supply.

11. NO RELATIONSHIP

- 11.1 Nothing in this Agreement creates a relation of employee/employer, partner or agent/principal as between the Client and Elite.

12. CONFIDENTIAL INFORMATION AND PRIVACY LAWS

- 12.1 Each party must ensure it complies with the Privacy Laws in dealing with personal information, including, without limitation, personal information in respect of the Candidate.
- 12.2 All information in respect of Candidates (including that the Candidate may be looking for work) is supplied confidentially and must not be disclosed to any Third Party without the express written consent of Elite. Client must not disclose this information, even where it is otherwise in the public domain.
- 12.3 The terms of this Agreement are confidential and must not be disclosed to any Third Party (other than a professional adviser or financial professional of Elite or Client).

13. GENERAL

- 13.1 The parties must execute and deliver all documents and must do all things as are necessary for the complete performance of their respective obligations under this Agreement.
- 13.2 No waiver by a party of a provision of this Agreement binding unless made in writing.
- 13.3 If a provision of this Agreement is void or unenforceable it must be severed from this Agreement and the provisions that are not void or unenforceable are unaffected by the severance.
- 13.4 The rights and remedies of a party to this Agreement are in addition to the rights or remedies conferred on the party at law or in equity.

14. GOVERNING LAW

- 14.1 This Agreement is governed by the laws of Queensland and the Commonwealth of Australia which are in force in Queensland.
- 14.2 The parties submit to the jurisdiction of the Courts of Queensland, relevant Federal Courts and Courts competent to hear appeals from them.

15. COUNTERPARTS AND FAX/EMAIL

- 15.1 Pursuant to the Electronic Transactions Act 1999 (Cth) and Electronic Transactions (Queensland) Act 2000 (Qld), this Agreement may be executed in any number of counterparts and when executed communication of the fact of execution may be made by sending evidence of execution by fax or email.

16. CONTRA PROFERENTEM

- 16.1 The contra proferentem rule and other rules of construction will not apply to disadvantage a party whether that party put the clause forward, was responsible for drafting all or part of it or would otherwise benefit from it.

17. DEFINITIONS

In this Agreement unless inconsistent with the context or subject matter:

- 17.1 **Assignment** means a temporary placement or assignment in respect of a Worker performing or undertaken work or duties for Client pursuant to a Recruitment Request.
- 17.2 **Appointment or engagement** means the engagement or appointment of a Candidate to a Position with Client or a Third Party on whose behalf Client is acting or to whom Client has referred or disclosed details or information of or about a Candidate.
- 17.3 **Cancellation Fee** means the fee set out in the Fee Schedule unless otherwise agreed in writing with Elite.
- 17.4 **Candidate** means a person who is seeking a Position through Elite or who Elite identifies as a person who may be appropriate or suitable for a Position. A Candidate will include a person who is engaged by Elite and undertakes work for a Client as part of an Assignment.
- 17.5 **Client** means the party identified in the Reference Schedule.
- 17.6 **Elite** means Elite Executive Pty Ltd A.C.N 602 925 379.

- 17.7 **Fee Schedule** means fee schedule of Elite as varied from time to time.
- 17.8 **Minimum Placement Fee** means the amount referred to in the Fee Schedule unless otherwise agreed by Elite.
- 17.9 **Placement Fees** means the fees payable by Client to Elite for the Recruitment Services and/or Temporary Contract Services, as set out in the Fee Schedule or as otherwise agreed, in writing, by Elite.
- 17.10 **Position** means a temporary, contract or permanent position of employment that is available or may become available.
- 17.11 **Presentation or presented** means when Elite first provides information about a Candidate, including where Candidate information is de-identified and continues each time a Candidate performs work for Client or each time information about the Candidate is provided to Client.
- 17.12 **Proposal** means, where applicable, the proposal document prepared by Elite in respect of the seeking/identifying a Candidate for a Position, the terms of which shall comprise part of this Agreement. This document may take the form of a capability statement, or such other form as determined by Elite.
- 17.13 **Recruitment Expenses** means those costs and expenses which may be incurred by Elite in providing the Recruitment Services and/or Temporary Contract Services and which include those set out in the Proposal.
- 17.14 **Recruitment Services** means the services to be provided by Elite to Client in identifying or seeking a Candidate for a Position as detailed in the Proposal or Recruitment Request.
- 17.15 **Replacement Terms** means, where applicable the terms upon which Elite will find a replacement candidate as set out clause 6.
- 17.16 **Replacement Period** means the period identified as 'Placement Guarantee' in the Fee Schedule or such other period agreed by the parties.
- 17.17 **Recruitment Request** means a request made by Client to Elite for the provision of Recruitment Services or Temporary Contract Services.
- 17.18 **Temporary Contract Services** means, where applicable, the terms upon which Elite may provide temporary workers to Clients as set out in this Agreement.
- 17.19 **Third Party** means any person or entity which is not a party to this Agreement.
- 17.20 **Worker** means a person employed or engaged by Elite who undertakes an Assignment.

RECRUITMENT SERVICES SCHEDULE

The terms in this schedule shall apply where Elite provides Recruitment Services.

1. **RECRUITMENT SERVICES**
- 1.1 Elite will provide Recruitment Services in accordance with these terms and any Proposal.
- 1.2 By making a Recruitment Request, Client authorises Elite to present Candidates to Elite either in respect of any Position or where Elite considers a Candidate may wish to be considered by Client for a future Position.
- 1.3 Client acknowledges and agrees that:-
- Elite's presentation of a Candidate is confidential and may not be disclosed to any Third Party.
 - It will not charge a Candidate any fee or premium in connection with a Position.
 - It is responsible for ensuring that a Candidate is satisfactory for a Position and that the Candidate:-
 - Has the requisite training, skills and qualifications;
 - Meets any work health and safety requirements in respect of the Position;
 - Meets any other requirements of the Position including occupational requirements, professional or personal suitability matters and any conditions relating to licensing, permits or registration.
 - Whilst Elite may undertake searches or facilitate testing of a Candidate, Elite is not responsible for the inaccuracy or utility of such searches or tests.
 - It is responsible for its decision to appoint, engage or employ a Candidate and once a Candidate is engaged, they are the responsibility of Client.

TEMPORARY CONTRACT SERVICES

The terms in this schedule shall apply where Elite provides Temporary Contract Services.

1. **RECRUITMENT REQUEST**
- 1.1 Upon receipt of a Recruitment Request, Elite may agree to provide a Worker to Client to undertake the Assignment as identified on the Recruitment Request.
- 1.2 In submitting a Recruitment Request for Temporary Contract Services, Client must provide Elite with:-
- detailed description of the duties required as part of the Assignment.
 - The expected duration of the Assignment and hours of work required.
 - Details of any required skills or qualifications.
 - Confirmation of the work site location.
 - If requested by Elite, copies of insurance and policy and procedure documents maintained by Client.
 - If requested by Elite, a completed workplace assessment.
- 1.3 Elite will:-
- Be responsible for the payment of employee entitlements to Workers on Assignment.
 - Use best endeavours to provide Workers with the appropriate skills to undertake the Assignment and replace such Worker where reasonably required by Client.
- 1.4 Client acknowledges and agrees that it has supervision and control of the Worker in the carrying out of each Assignment for the Client, the conditions under which the Assignment is performed, and the outcome of the tasks performed by a Worker. Elite is not responsible for the performance by the Worker of the Assignment.
- 1.5 The Client must not change the Assignment (including hours of work or location of work, the duties or the tasks carried out by a Worker) without prior written notice to Elite. Elite may, in its absolute discretion, replace the Worker where the details of the Assignment are varied.
- 1.6 Where Client is not satisfied with Worker's performance or behaviour, it will notify Elite in writing. Client acknowledges that only Elite may direct a Worker to:
- Discontinue the Assignment;
 - be removed from the workplace; or
 - have their Assignment terminated.
- Elite will consult with Client in respect of Client's concerns and preferred course of action.
- 1.7 Client warrants to Elite that it:-
- Complies with legal requirements in respect of providing a safe workplace.
 - Adheres to any relevant Australian Standards, codes of practice, industry best practices or government requirements in respect of operating its workplace and business.
 - Has adequate policies and procedures in place which promote a safe working environment and which ensure that Workers are provided with adequate information and instruction to undertake the Assignment.
 - Will provide all supervision, instruction, inductions and training necessary to ensure that the Assignment can be safely performed by Worker,

- (e) Will provide all necessary personal protective equipment (PPE) necessary for the Assignment. Where Worker is required to provide its own PPE, Client will provide specific details to Elite prior to commencement of the Assignment.
- (f) Will immediately notify Elite of any workplace incident or report of unsafe working conditions arising during the course of any Assignment.
- 1.8 Client will, on request by Elite:-
- (a) provide Elite with reasonable site access to allow Elite to verify compliance with these terms.
- (b) Provide Elite with a copy of all policies and procedures relating to the Assignment, supervision, training and induction requirements, workplace health and safety policies, emergency procedure policies and any other policies deemed relevant or necessary by Elite.
- (c) Provide Elite with a full history of workplace incidents and accidents relating to Client or occurring at the worksite.
- (d) Provide Elite with a completed workplace assessment in a form reasonably required by Elite, prior to commencement of the Assignment and at any time during the Assignment.
- (e) Notify Elite where it becomes aware of any non-compliance with or breach of workplace health and safety laws, any unsafe conditions, workplace hazards or unsafe workplace practices.
- (f) Provide a copy of its certificates of insurance in respect of public liability, professional indemnity, workers compensation, compulsory third party motor vehicle insurance and fully comprehensive motor vehicle insurance.
- 1.9 Client must notify Elite immediately if:-
- (a) There is any actual or anticipated change to the tasks, system of work or risks associated with the tasks or the workplace itself relating to an Assignment.
- (b) Worker suffers an injury or is involved in an incident, including bullying, harassment or discrimination that must be notified to a regulatory authority, the Client must inform elite Executive immediately.
- 1.10 Client will not discuss Placement Fees or other Elite charges with the Worker.

INDEMNITIES

- 1.11 Without limiting the indemnities contained in the Terms of Business, it is acknowledged and agreed that:-
- (a) Elite is not liable for and Client releases Elite from all loss and liability that may arise from any act or omission of any Worker in performing the Assignment.

FEE SCHEDULE

1. INTERPRETATION

- 1.1 In this Agreement:-
- (a) **Minimum Placement Fee** means the amount of \$6000.00 unless otherwise set out in the Proposal or agreed with Elite in writing.
- (b) **Remuneration Package** means a Candidate's gross annualised remuneration package including base salaries, all other benefits or allowances including but not limited to superannuation, bonuses, commissions, motor vehicle allowances, the provision of a motor vehicle (which will, for the purposes of this schedule be a minimum \$15,000 unless a greater amount is stipulated in the package).
- 1.2 The Payment Terms are as set out in the Terms of Business unless otherwise agreed with Elite or set out in the Proposal.
- 1.3 All fees in this Schedule are quoted exclusive of GST.
- 1.4 *Placement Guarantee runs from the date Candidate commences the Position
- 1.5 For clauses 2 and 3:-
- (a) Where a Candidate is placed in a part time position, the Candidate's Remuneration Package shall be the Placement Fee shall be calculated on the Candidate's prorata Remuneration Package. If, during the 12-month period from the Candidate commencing with Client, the Candidate's position becomes full time then Client shall notify Elite and shall pay to Elite the balance of the Placement Fee to the full time equivalent.
- (b) Where a Candidate's Remuneration Package cannot be definitively ascertained, Elite will provide Client with its estimate of Candidate's Remuneration Package having regard to industry benchmarks and Elite's experience. Where Client disagrees with Elite's estimate, it may notify Elite, in writing, within two (2) business days of receiving Elite's estimate. Where client does not notify Elite in accordance with this clause, Elite's estimate shall be adopted.

2. RECRUITMENT PLACEMENT FEES

- 2.1 The following fee structure applies in respect of Recruitment Services unless otherwise set out in the Proposal or agreed with Elite in writing. The Placement Fee is calculated as a percentage of a Candidate's Remuneration Package.

Remuneration Package	Placement Fee	Placement Guarantee*
Up to \$49,999	The greater of:- <ul style="list-style-type: none"> • Minimum Placement Fee; or • 16% of Remuneration Package 	No guarantee
\$50,000 to \$99,999	18% of Remuneration Package	3 months
\$100,000 to \$149,999	20% of Remuneration Package	3 months
\$150,000 and above	22% of Remuneration Package	4 months

3. EXECUTIVE SEARCH ASSIGNMENT

- 3.1 The following fee structure applies in respect of an Executive Search Assignment unless otherwise set out in the Proposal or agreed with Elite in writing.

Remuneration Package	Placement Fee	Placement Guarantee*
Remuneration Package	30% of Remuneration Package	6 months

4. CANCELLATION FEE

4.1 The following fee structure applies where Client cancels a Position or terminates this Agreement prior to filling the Position, and without default by Elite.

Stage at which Position is cancelled	Cancellation Fee
Advertisements posted and initial screening conducted	30% of anticipated Placement Fee
Candidates short-listed and resumes provided to Client	75% of anticipated Placement Fee
Short listed Candidates interviewed by Client	100% of anticipated Placement Fee

5. TEMPORARY CONTRACT SERVICES

- 5.1 The following fee structure applies in respect of a Temporary Contract Services unless otherwise set out in the Proposal or agreed with Elite in writing.
- 5.2 Elite shall invoice Client in respect of Temporary Contract Services based on the time worked by the Worker. Worker shall submit timesheets reflective of hours worked by Worker whilst on Assignment.
- 5.3 The cost, on an hourly rate basis, of Temporary Contract Services shall be notified by Elite to Client but shall comprise the total economic cost of the Worker to Elite including:-
- (a) Allowance for all entitlements and statutory charges (including workers compensation, payroll tax and superannuation charges);
 - (b) All 'out of pocket' expenses including travel and accommodation expenses associated with provision of the Worker.
 - (c) Any other costs identified within any applicable modern award, enterprise agreement or industrial instrument.
 - (d) An administrative cost (which may be stated as percentage of the hourly rate of Worker) determined by Elite reflective of internal costs of engaging and supplying Worker.
 - (e) Any additional mark up (as a percentage) cost to be charged by Elite based on the assignment, any special requirements, qualifications, demand within the industry or sector and/or the location.
- 5.4 There is a minimum charge of two (2) to four (4) hours per day per Worker (depending on the applicable employment award). Where Worker is required to work overtime or outside ordinary hours, Client acknowledges that this will automatically increase the fee payable in respect of the Temporary Contract Services.
- 5.5 Without limiting the provisions of the Terms of Business, Client acknowledges that the subsequent appointment of a Worker to a permanent Position, shall entitle Elite to a Placement Fee as set out in clause 2 of this Schedule.

Signature: _____

Company: _____

Name: _____

Title: _____

Date: _____



ELITE EXECUTIVE
Recruitment & Search Consultants

BRISBANE • CAIRNS



CAPABILITY STATEMENT

EXECUTIVE RECRUITMENT
CONTRACT & TEMPORARY RECRUITMENT
EXECUTIVE SEARCH & TALENT MAPPING
HR CONSULTING SERVICES

CONNECTING EXECUTIVES TRANSFORMING ORGANISATIONS



For more information contact: **07 4088 1571** | info@eliteexecutive.com.au
eliteexecutive.com.au

How we work

We help organisations build leadership teams that succeed. We focus on sourcing leaders for your business.

ENGAGE

We develop unique, personal partnerships with our clients – we will get to know your people, work culture, and business. We will meet with you and the team and gain an understanding of the work environment and offices ensuring we find not only a leader with the right skills and experience but also one that will complement your current team.

1. Understand, advise and develop a role profile for you
2. Understand, advise and develop a candidate profile
3. Define candidate competencies relevant to the market
4. Design method for search

SOURCE

Our shortlists are not limited by the extent of our networks – our dedicated research function maps the entire market before we consult with you on which candidates to approach.

1. Research and define candidate population and market map
2. Approach candidates in national and international networks
3. Launch and manage advertising campaign
4. Active feedback to the client on activity and progress

ASSESS

At every stage of the search process, Elite Executive assesses the suitability of candidates against a range of client requirements – from alignment with organisational values to industry track record and experience.

1. CV/Resume screening
2. Detailed initial assessment via teleconference and/or video conference
3. Detailed behavioural-based interview(s)
4. Competency assessments
5. Reference checks
6. Work Rights check
7. Criminal History check (if required)
8. Qualifications verification

DELIVER

We provide regular feedback and progress report throughout the process preparing you well in advance for interview scheduling.

1. Produce candidate report – longlist and shortlist as required
2. Present a face-to-face shortlist to the client which includes:
 - a) Detailed overview by lead recruiter
 - b) A video introduction from the candidate
 - c) Psychometric testing
 - d) Coordination of interviews and travel to location if necessary
 - e) Support compensation negotiation and offer

SUPPORT

Our involvement doesn't end at the offer stage. We stay in touch with both the client and the candidates to achieve our aim of building lasting professional relationships.

1. Support candidate through resignation and onboarding
2. Support those candidates relocating with or without family
3. Post placement care

INTERNATIONAL DATABASE

We offer an extensive international candidate database; we work with recruitment partners overseas ensuring all job seekers are interviewed and screened prior to registration.

INTERNATIONAL SOURCING

We are one of the few recruitment companies with a team specifically dedicated to sourcing candidates from around the world, including expatriate talent.

NETWORKS/REFERRALS

We have built up an extensive candidate network in over a decade of operation. Each consultant also has a personal network of contacts from which to gauge interest and solicit referrals. Our consultants are continually informed about market trends and invest a considerable amount of time attending events and seminars, ensuring we are ahead of the market.

TARGETED SEARCH

Based on our agreed search criteria and strategy, we will identify an extensive list of target companies and research the organisation structure in the appropriate functions. Selected individuals will be approached to determine their potential fit with the position requirements and their interest in this position.

Comprising of a Global Search Campaign starting with Elite Executive's candidate database and proactive networking via our national and international contacts. This is where our relationship management skills and expertise come into play as Elite Executive works national and international networks. We analyse market conditions and review the competitor's executive talent strategies.

We will draw on our resources, extensive marketplace contacts, experience on previous – perhaps similar – projects and our database and research resources. We identify industries and companies where qualified candidates are likely to be found.

DIRECTED APPROACHES

Based on our discussion at the initial briefing, any direct approaches that a client would like us to complete are included as part of our sourcing solutions.

TREATMENT OF INTERNAL CANDIDATES

Our approach when dealing with internal candidates is always to be as inclusive and transparent as possible.

We highly recommend that we meet with all internal candidates as soon as possible after the commencement of our engagement so that we can fully explain the process to them.

All internal candidates are treated with courtesy and respect, and their skills and experience will be assessed fairly alongside external applications.

ONLINE/ADVERTISING/SOCIAL MEDIA

At Elite Executive, we have a dedicated media team to ensure your job advertisement receives optimal coverage through both social media and numerous relevant employment sites.

PRINT ADVERTISING

Although most of the roles will be best promoted in digital channels, we also offer competitive positioning for more traditional or executive roles in print media. We can ensure maximum exposure for advertising through print media.

TESTIMONIALS

Learn how others around the globe use Elite Executives to build stronger relationships with their candidates and change the way they do business. Click the image below to hear from our valued clients.

CLIENT TESTIMONIAL



I am very
happy!

**MATCH MADE
IN HEAVEN**



What We Do

Elite Executives' services are not basic; they are specialised services dedicated to an extensive worldwide network where relationships and professionalism remain at the forefront of what we do.

Executive Recruitment

With a focus on senior/middle-management/executive roles, we find the leader every business needs. Our existing relationships across key industries mean Elite Executive knows where to source the best talent for your business needs. Taking the time to get to know your business and your drivers, we endeavour to understand what exact skills and experience fit your business best. From that, we will tailor a recruitment solution for you.

Contract Recruitment

Through our contract recruitment solutions, clients can overcome peaks and troughs in a project's life cycle and provide access to qualified specialists that may be outside their network, simplifying the management of individual contractors. Our experienced contracting specialists nurture an active and substantial candidate network, which allows them to attract rapidly, source and access talent on demand.

Global Search

Elite Executives knows where to look. We have an extensive national and international network, including a robust referral system. We are known for bringing high-level senior executives to Australia for critical leadership roles. Sourcing methods include executive search, advertising, database selection, specialist networks and customised talent bank. Our existing breadth of proficiency in comprehensive search means we are completely aligned on the strategy and tactics required to get the best possible talent globally.

Talent Mapping

Talent mapping is the foundation of a successful recruitment strategy, and Elite Executive works with clients to map out their talent requirements and attract the right people into their business. Essentially, it's securing the right people in line to step into the next critical vacancy within your business. We deliver an intelligent strategy to ensure you can sustainably ascend your organisation to the top.

What we do



Board Appointments

At Elite Executive, we recognise the unique contribution that board members make to a business. We methodically assess Board members' effectiveness to unearth candidates with a diverse blend of skills and experience that meet governance standards and add value to an organisation. Our Board recruitment services include sourcing Chairs, Non-Executive Directors and Advisory Boards for various businesses, including: private, equity-backed, family-owned, not-for-profit, start-ups and publicly listed organisations.

Executive Career Advice

Striving for all candidates and clients to succeed, Elite Executive offers expert advice within the employment market. Our knowledge and expertise are shared, whether it be resume services, career advice, salary information or LinkedIn profile enhancement and interview preparation. Regardless of your needs, Elite Executive offers a range of career-boosting services to put you at the top of the employment market.

Human Resources Consulting

Offering a more affordable Human Resource solution to any business, Elite Executive provides a high standard of personalised Human Resource support, allowing businesses to free up internal resources and focus on business as usual. Tailored to suit the business, Human Resource consultations ensure your business gets what it needs and are tailored to suit the business.



ELITE EXECUTIVE
Recruitment & Search Consultants

eliteexecutive.com.au

For more information contact:

07 4088 1571

info@eliteexecutive.com.au

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We eTeam Workforce PTY. LTD. (**Respondent**) on 17 March, 2023 having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	eTeam Workforce PTY. LTD. 636581765
2. Contact Person	Sandeep Kumar Verma
3. Registered Address	Suit 1A, Level 2, 802 Pacific Highway, Gordon, New South Wales, 2072
4. Postal Address	Suit 1A, Level 2, 802 Pacific Highway, Gordon, New South Wales, 2072
5. Telephone	(02) 4934 9366
6. Fax	
7. Email	skverma@eteaminc.com

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
<p>We would like to propose 17% mark-up excluding all other statutory taxes and the above pricing is based on an assumption of an average salary of a CEO, which is 220000 AUD/ Year + Super + GST.</p> <p>However, we are open to negotiate on the quoted price as it depends on multiple factors.</p>	1	41327 AUD (17% mark-up)	24310 AUD (10% GST)	65637 AUD (Estimated)

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

We have reviewed all the compliances with specifications and eTeam Workforce Pty Ltd is intend to comply with it.

RELEASED

Schedule 3 Timeframe

eTeam's engagement model in a particular customer is based on SLA's that eTeam has agreed with the Town of Walkerville. eTeam has dedicated account manager/VMO coordinator that will work with Town of Walkerville to ensure that we deliver top notch quality of service.

eTeam's goal is to provide three qualified candidates within every 24-48 hours of receipt an approval about the requisition. Our actual performance average is 9 hours for generic positions and 10-15 working hours for executive recruitments. Our screening process for each applicant is based on the knowledge, skills and ability required to perform the job.

eTeam key personnel including executive management monitors the outcome and communicates with Town of Walkerville to exceed the service levels.

RELEASED

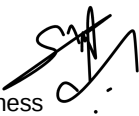

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	BIZ098137BUS	\$20,000,000	\$20,000,000	06/12/ 2023	The Hollard Insurance Company Pty Ltd
Professional indemnity (if applicable)	PHPK2349426	10,000,000	10,000,000	18/11/2023	Philadelphia Insurance Company
Property and facilities	BIZ098137BUS	\$20,000,000	\$20,000,000	06/12/ 2023	The Hollard Insurance Company Pty Ltd
Contents					
Vehicles plant & equipment		cover by Public and product liability			
Workers compensation		As per Law			
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by eTeam Workforce Pty Ltd pursuant to section 127 of the <i>Corporations Act 2001</i>					
Signature of Director			Signature of Director/Company <i>(Please delete as applicable)</i>		Secretary
Name of Director (print)			Name of Director/Company Secretary (print)		
OR					
Signature of Sole Director and Sole Company Secretary					
Name of Sole Secretary (print)	Director	and	Sole	Company	
OR					
Signed for Irfan Bhat by an authorised representative in the presence of: Furqan Jaleel.					
Signature of witness 			Signature of authorised representative 		
Name of witness (print) Furqan Jaleel-LegalAdmin			Name of authorised representative (print) Irfan Bhat		
			Position of authorised representative (print) Legal Counsel		

RELEASED

If the Respondent is an individual, the Quote must be executed as follows:

Signed by [insert name] in the presence of:	
..... Signature of witness Respondent
..... Name of witness (print)	

p
If the Respondent is a partnership, the Quote must be executed as follows:

Partner 1:

Signed sealed and delivered by [insert name] in the presence of:	
..... Signature of witness Signature of partner
..... Name of witness (print)	
..... Address of witness (print)	

Partner 2:

Signed sealed and delivered by [insert name] in the presence of:	
..... Signature of witness Signature of partner
..... Name of witness (print)	
..... Address of witness (print)	

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	First Grade Group Pty Ltd
2. Contact Person	Dan Wilson
3. Registered Address	Suite 2/11-17 Lytton Rd. East Brisbane 4169
4. Postal Address	As Above
5. Telephone	07 3172 2250
6. Fax	N/A
7. Email	Daniel.wilson@firstgrade.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Executive Level End-to-end Recruitment Service	1	\$ 22,500	\$ 2,250	\$ 24,750

Schedule 2 Compliance with the Specifications

First Grade intends to comply with all specifications outlines in the RFQ

RELEASED

Schedule 3 Timeframe

Upon formation of contract, First Grade will work with the Town of Walkerville to devise an appropriate timeframe for the completion of services, including key milestone dates.

RELEASED

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	10M8185748	\$20M	\$20M	7/12/2023	CGU
Professional indemnity (if applicable)	LPP104157384	\$10M	\$20M	22/02/2024	VERO
Property and facilities	Not Applicable				
Contents	Not Applicable				
Vehicles plant & equipment	Not Applicable				
Workers compensation	WAB111281699	Legislated	Legislated	30/06/2023	Work Cover QLD
Directors and officers (if applicable)	Not Applicable				
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR	
Signed for <i>First Grade Group Pty Ltd</i> by an authorised representative in the presence of:	
_____ Signature of witness	_____ Signature of authorised representative
Dan Wilson	Brad Watts
_____ Name of witness (print)	_____ Name of authorised representative (print)
	Managing Director
	_____ Position of authorised representative (print)

® FIRST GRADE

HIGH PERFORMANCE, GAME CHANGING TALENT

When and where you need it.



Proposal to Supply -
Town of Walkerville

To Whom it May Concern

Thank you for the opportunity to provide a formal quote for the recruitment of a Chief Executive Officer for the Town of Walkerville.

In addition to the attached RFQ, please see details below for some further information on First Grade's proposal to supply these services.

First Grade Proposal

- 1. In addition to the minimum government requirement to advertise vacancies on the Smart jobs and careers website, what additional advertising campaign do we recommend for this role?**

In addition to the Smart Jobs and Careers websites, First Grade proposes to also advertise this role through the following channels:

- Standard online job platforms (nationwide search)
 - Seek
 - Career One
 - Indeed
- Advertising through LinkedIn Premium (nationwide search)
 - This utilises targeted advertising (much like Facebook advertising)
 - Candidates that much the job are targeted and advertised to through their LinkedIn account
- Social media advertising
 - Advertised through First Grade's Facebook and Instagram accounts
 - Advertised through First Grade's website
- Business network advertising
 - Advertised through the Supply Nation network of Indigenous owned businesses

Utilising all of the above advertising tools at our disposal, gives us access to all available active candidates in the market. Active candidates are those that are actively seeking new opportunities. In other words, the ones that are regularly looking at job boards for opportunities. The above approach gives us complete market coverage to access these candidates.

Non-active and passive candidates will be addressed further below.

2. What additional sourcing activities/methods do we recommend to ensure an appropriate supply of high-calibre candidates?

As mentioned above, advertising gives us access to active candidates that are regularly searching for new opportunities. The issue with only using advertising as a candidate attraction strategy is that you are restricted to only having access to active candidates.

First Grade invests time, money and resources into other candidate attraction methods and tools to ensure we can access non-active or passive candidates. These are candidates that aren't actively looking for a new opportunity but are open to the right role if it is presented to them. For this assignment, the tools we will look to utilise, with approval from TMR, are outlined below:

- Extensive search of the First Grade database (nationwide)
 - Using keyword searches to identify candidates that are ideally suited to the position
 - Make these candidates aware of the position and encourage them to apply
- Seek Talent (nationwide)
 - Use our premium Seek Talent subscription to access the profile of every candidate on the Seek database. Estimated to be at approximately 13 million profiles
 - This allows us to approach candidates that have been shortlisted by a number of different metrics, including
 - Keyword search
 - Location
 - Experience
 - Skills
 - Education
- LinkedIn Recruiter(nationwide)
 - Similar to Seek Talent, LinkedIn Recruiter allows us to identify specific candidates we would like to approach.
 - Once we create a role on the platform and set our own parameters, LinkedIn will then shortlist the candidates they recommend we approach based on a number of factors. These include
 - Whether they are open to work or not
 - If they are likely to respond to our approach
 - How similar they are to other candidates we have approached
 - Further to this, this search occurs in the background every day and notifies us as new candidates meet the criteria we have outlined

As mentioned above, using these three databases and systems will allow us to access candidates that simply can't be reach by advertising alone.

Not all candidates we approach will be interested in the opportunity but every person we reach is a relevant contact and basically hand-picked. The result of this is that they are relevant players in the industry which results in them referring other relevant candidates to the role.

In summary, the above combination gives us complete market coverage to access both active and passive candidates.

3. Outline of the assessment tools to be applied:

- **to initially screen candidates against suitability for the role**
- **to qualify the candidates for further assessment by panel members**

First Grade suggests that applicants are required to submit a CV (no more than 5 pages) and a cover letter (no more than 2 pages) to assess suitability.

The initial assessment of these applications will involve excluding those applications that don't meet the mandatory criteria, or those candidates whose applications simply don't demonstrate experience at the required executive level.

Following those candidates being removed, applications will then be further vetted against the role capabilities outlined in the position description.

This will provide a list of candidates that are deemed 'suitable' based on their application and prompt a further phone interview to further ascertain their suitability for the role. This may involve more than one conversation and may result in requiring further information from applicants to clarify anything in their application.

The result of the above process will be a report to the panel outlining the below key factors:

- Candidate attraction strategies used
- Number of applicants
- Number of not suitable applicants (those that don't meet basic criteria)
- Number of suitable applicants (those that meet basic criteria)
- Notes on all suitable applicants against role capabilities
 - Including recommendation on suitability for interview
- Full profile of all candidates recommended for interview
 - Ideally no more than 5 interviews to ensure they can be held on one day

After the shortlisting and recommendation for interview report is presented to the panel, it is recommended that a meeting be held with panel members to discuss candidate suitability further prior to interviews be arranged.

Once the candidates to be interviewed are finalised, we recommend inviting all candidates to interview on the same day.

All candidates to be included on the Order of Merit are to then have reference checks carried out, thus completing the assessment process.

4. Selection techniques to be used to identify the most meritorious candidate?

Whilst the majority of the selection techniques have been outlined above, in summary, we recommend the following techniques be utilised:

- Initial application
 - CV (no more than 5 pages) and cover letter (no more than 2 pages)
- Application screening
 - Exclude candidates that don't demonstrate the required experience
- Further application screening
 - Assess applications in a more thorough manner against the core role capabilities to ascertain suitability
- Phone/video screening
 - Hold phone and video meetings with shortlisted applicants to further discuss the role, their suitability and get any further information or clarification on aspects of their application
 - Provide shortlist of applicants with recommendation for interview
- Panel Meeting/Discussion
 - Panel meet to discuss the recommendations and approve (or otherwise)
- Panel interview
 - No more than 5 interviews (preferably less) and all held on one day
- Reference Check
- Order of Merit

Personnel Delivering Services

The services under this RFQ will be delivered by the Manager of First Grade's Government and Professional Services team, Dan Wilson.

Dan has been with First Grade for over 10 years and has a proven track record of delivering high-quality recruitment solutions to the public sector at all levels. This includes:

- Contract and labour hire recruitment solutions
- Graduate program management

- Entry-level program management
- Executive level recruitment services
- Panel participation and report writing
- Recruitment consultancy services

Referees pertaining to Dan's experience and quality of service can be provided upon request.

Pricing

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Executive Level End-to-end Recruitment Service	1	\$ 22,500	\$ 2,250	\$ 24,750

Should you have any questions regarding this quote I can be contacted on 0422 376 854 or via email on daniel.wilson@firstgrade.com.au

Regards

Dan Wilson
First Grade Group

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We Lynette Boerth (Respondent) on 19 March 2023, having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent	Lynette Boerth
State in full the name(s) of the Respondent(s) and trading names	HG Leadership Pty Ltd
ABN	56 627 036 855
2. Contact Person	Lynette Boerth
3. Registered Address	72-76 Edmund Ave, Unley, SA
4. Postal Address	72-76 Edmund Ave, Unley, SA
5. Telephone	+61 431 293 861
6. Fax	n/a
7. Email	lboerth@hardygroupintl.com

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Full End to End Executive Search and Recruitment Service	1	\$25,000	\$2,500	\$27,500

Schedule 2 Compliance with the Specifications

EXECUTIVE SUMMARY

HardyGroup (HG) is one of Australia and New Zealand's most trusted and successful partner agencies to public sector clients, specialising in Leadership Development and Executive Search and Recruitment Services. We have been an industry leader for over 30 years.

HG's mission is to **Find and Grow Great Leaders** and the longevity of our success can be attributed to our focus on two things - Relationships and Results. We create trusted partnerships with our clients, supporting them to source and build organisational capacity and capability. We are driven to contribute to the social well-being of society through exceptional talent solutions, cognisant of what a positive impact talented people can make on organisations and teams.

Our results speak for themselves - we have placed over 4,000 senior executives in roles across Australia and New Zealand. We are immersed daily in sourcing, selecting, and nurturing exceptional talent, powered by our network of over 30,000 Australian and international leaders in our Client Management System. Our systems have been well-honed, and are a highly-reliable scaffolding for each search we conduct.

We have worked with government agencies to recruit to the most senior positions including Secretary, Director General, Deputy Director General and Chief Executive. Agencies who have partnered with us across Australia and New Zealand include: Department of Prime Minister and Cabinet, Department of Internal Affairs, Department of Conservation, Social Wellbeing Agency, Department of Child Protection, Commonwealth Department of Infrastructure, Transport, Regional Development, Communities and the Arts, and all Australian Departments of Health.

Our 12-month warranty speaks to our confidence in the calibre and depth of our networks and the quality assurance processes that underpin our recruitment processes. HG understands public sector recruitment and leadership capabilities, and our decades of success in executive-level recruitment are evidence of our capacity to provide the full range of services required for this assignment.

Supporting documents:

Case Study: CEO - Community Services Industry Alliance

HG Methodology, and What Sets Us Apart.

Biography: Lynette Boerth, Executive Director Search and Recruitment

Schedule 2: Compliance with Specifications

Assignment Key Deliverables and Contingency Plans

1. Initial Comprehensive Briefing: Meeting with CEO Performance Review Committee

Comprehensive, and conducted with relevant stakeholders, the initial briefing enables HG to gain an understanding of the organisational and operational context in which the role exists, and a preferred candidate profile - required and desired experience, expertise, behaviours, and qualifications.

Contingency Plan: At the commencement of a Search HG will assign a Principal Search Consultant (PC) who will act as Account Manager and act as a conduit for the Search. In addition to the PC, HG's Executive Director (ED) will sit in on the briefing and allocate resources within her team to assist with the Search.

2. Documentation: Candidate Information Document and Marketing Collateral

Following the initial briefing, HG develops a compelling and clearly articulated outline of the career opportunity - the Candidate Information Document. This document acts as a prospectus for the role within the organisation, to ignite the interest of suitable candidates and align the expectations of all parties. It clearly presents position details, location, and benefits, skillfully showcasing both tangible and intangible advantages of the opportunity.

Contingency Plan: HG has on staff, multiple team members who can assist with campaign collateral.

3. Advertising: Commencement of Active Executive Search

HG's digital marketing campaigns are strategically branded, tailored to the client and the position, and targeted to a selected audience. Supported by digital recruitment tools for customisation and personalisation, HG's campaigns are highly specific and effective, carefully aligned with the position requirements. HG works with you - our client - to generate the highest quality professional materials, compliant with relevant policies, released only with client approval.

Contingency Plan: Multiple staff at HG can upload campaigns on our website and push alerts via advertising mediums. We are not reliant on a single individual.

Conduct a personal approach to target individuals

With a dedicated research department, HG is well equipped to execute a rigorous 'no stone left unturned' approach, including use of web-based recruitment tools such as: LinkedIn Recruiter. Armed with the details of your key requirements and our skilled use of Boolean logic, we discover fresh candidates, as well as progressing and established market leaders.

As a collective, HG Consultants have previously held positions at Board, C-suite or senior executive levels. This underpins a quality experience for both client and candidates. Unlike other recruitment firms, we have an intrinsic understanding of the requirements of an executive-level role and what truly matters when seeking to capture the attention of high-calibre candidates. Personalised, informed, and strategic approaches are made to candidates assessed as meeting the selection criteria.

Contingency Plans:

- *PC acts as the Account Manager and will provide the client with weekly written reports that provide a summary of progress and applications. PC will share with the client candidate feedback on the role, salary, and barriers to applying.*
- *An established process ensures the search progress is regularly discussed internally with PC and HG's ED of Search. If additional staff and or resources are required to strengthen the field these will be allocated accordingly.*
- *Client is kept abreast throughout the process to avoid any unnecessary surprises or delays*

4. Candidate Shortlisting

Pre-Screening and Vetting of Candidates

Candidates are initially assessed by HG through candidates' written applications and pre-shortlisting interviews. Rigorous pre-screening, inperson or online, provides our Consultant with unique insights beyond the candidate's written application, and enables assessment of their suitability for organisational fit. HG Consultants work with the candidates to ensure their applications provide the information necessary for you to make effective assessments.

Contingency Plan: Initial assessment is performed by the Account Manager / PC. A secondary assessment is conducted by the ED of Search, for review and verification of applicants.

Candidate Summary Report

Designed to save the client and the selection panel time, HG's written candidate summary reports are succinct and at the same time comprehensive. Information is provided from a range of sources: candidate pre-shortlisting interviews, network intelligence, and written application. Candidate expectations, personal circumstances where relevant, and salary advice is provided to support decision-making.

Contingency Plan: Report is compiled by HG PC and Search Coordinator. Final report is sent to ED for a quality review and sign off before being forwarded to client.

Shortlisting Meeting

HG consultants discuss each candidate's capability and suitability with you, offering qualitative and quantitative insights. Consultants then work with shortlisted candidates, preparing them for interview.

Contingency Plans:

- *Shortlisting dates and times are scheduled early in the process to avoid delays in coordinating panel members' diaries. HG encourages clients to set shortlisting and interview dates at the time of the briefing.*
- *If the client has not selected panel members at this stage. HG will actively manage the client and secure shortlisting dates as quickly as possible.*
- *Delays in shortlisting and or interviews can result in candidates dropping out of processes. AT HG we risk- manage this by scheduling these key dates early and communicating proposed timeframes with candidates.*

5. Interview Preparation

Interviews

The method of interviews is at your discretion, designed to fit with your preferred approach. HG can assist with question development, panel coordination, and organizing candidate travel and accommodation if required. HG adapts processes to comply with public health directives, and can also coordinate interviews offsite if confidentiality is required. All panel members are presented (electronically) with an interview pack 48 hours prior to interviews. Printed packs can be made available on the day, if requested.

HG's consultants continue to be available to you pre-interview to receive instructions and provide a final pre-briefing on the candidates. They are also available to attend interviews, provide the panel with a final pre-briefing on candidates if required, meet and escort candidates to and from their interview, scribe, participate in the post-interview debriefing, receive instructions for the next steps, and support the internal approval processes to run smoothly.

Contingency Plans:

- Interviews are scheduled to ensure candidate crossover is avoided and confidentiality maintained.
- Panel members are requested to complete conflict of interest documentation (if required).
- Independent scribe can be present to record proceedings.
- HG PC is present at all interviews to assist with candidate care and the provision of quality feedback post-interview.
- Flexibility – HG will always work with the client and adhere to their preferences. We will offer advice and guidance when called for.

6. Preliminary Interviews (As required)

HG can conduct telephone or video interviews (recorded for preview if requested), prior to the formal interview - a more informal means by which to consider candidate potential and to assist with shortlisting.

Contingency Plan: HG has multiple team members who can assist with conducting preliminary interviews

7. Reference Checks / Psychometric Profile

Upon confirmation of your preferred applicant(s), HG performs reference reports to an agreed template. Up to three referee checks can be performed for each preferred candidate. Online integrity checks, proof of qualifications, and work history checks can also be conducted. HG assists in the completion of any required panel report; typically including the full list of applicants, shortlisted and interviewed candidates, the outcome of probity and reference checks, summary statements of candidate performance at interview, and rationale for appointing the preferred candidate.

Contingency Plan: HG has multiple team members who can assist coordination and execution of probity psychometric profiling and reference checks.

8. KPI Setting

Having worked closely as mentors and leadership coaches with a large number and broad spectrum of CEOs, HG is well positioned to work with the governing board to identify and set KPIs for the incoming CEO that meet the strategic objectives of the Town of Walkerville. Such KPIs might include budget performance, citizen satisfaction, employee engagement, economic growth, service delivery, sustainability and transparency.

9. Candidate Notification and Care

HG prides itself on presenting the highest quality candidates and supporting those candidates to present themselves in the most effective way. Throughout the process, we strive to ensure that all candidates find the experience valuable regardless of the outcome. It is HG's privilege to advise candidates of the outcome of the search; providing interview feedback and / or coaching to unsuccessful candidates as requested.

Contingency Plan: HG has on staff multiple personnel qualified and able to perform these tasks

10. Remuneration Package

In the past 2 years has worked with clients to appoint nearly 20 Chief Executives. Consequently, we are experienced to assist in benchmarking salaries against operating budgets, oversight of capital projects, community service responsibilities, size and complexity of the organisation.

Added Quality Assurance

Client and Candidate Surveys

HG sends client and candidate feedback surveys to candidate pool and panel to review service delivery and performance at the end of every search assignment. HG consistently has a NPS score (Net Promoter Score) higher than the industry standard; a large majority of our clients recommend us as their recruiter of choice.

Onboarding, Development and Retention

All HG-placed candidates are supported with their onboarding by HG consultants. Candidate check-ins are scheduled in the first week, and at the one-month, six-month, and one-year time-points to ensure the expectations of both the client and candidate have been met, if not exceeded

HG's unique, integrated capacity and capability-building solutions include the largest and most successful Executive Learning Set network in the region for health and cross-sector executives and emerging leaders. Structured to deal with real work, real-time learning and immediately transferable solutions, the Set network is comprised of a diverse group of peers who support, strategise and learn from each other in a highly confidential environment. HG's experienced facilitators provide coaching and mentoring included in the membership fee. The first year's fee is discounted for Search customers.

RELEASE AS IS

Schedule 3 Timeframe

Standard Search Timeframe

Weeks	1w	2w	3w	4w	5w	6w	7w	12m
Briefing								
Advertising								
Search								
Screening								
Selection								
Onboarding								

Notes:

- The selection timeline relies on the availability of the interview selection panel. Selection panel processes can occur in week 6 or 7 dependent on client preference. We recommend that the coordination of panel arrangements commences immediately following the briefing and approval of the search timelines.
- Rapid Response Timeline can be discussed individually with clients where necessity requires

Assignment Key Deliverable Time Frames
Initial Comprehensive Briefing: Meeting with CEO Performance Review Committee
Within 48 hours , HG will conduct an initial comprehensive briefing with the client.
Documentation: Candidate Information Document and Marketing Collateral
Within 72 hours HG will: <ul style="list-style-type: none"> • Finalise documentation. • Create advertising material for approval • Confirm Search parameters with the Client. • Confirm communication and reporting preferences
Advertising: Commencement of Active Executive Search
Following approval of all campaign collateral HG will launch campaign within 24 hours . <ul style="list-style-type: none"> • Launch Advertising – in collaboration with client • Go Live with Executive Search and push role via HG’s social media channels including website, LinkedIn and other nominated platforms
Conduct a personal approach to target individuals
Dependent on the agreed parameters set with client. Standard campaigns would normally be 4 weeks . HG has, and can, complete in shorter time frames. <ul style="list-style-type: none"> • Engage in-house researcher to compile a ‘long list’ of suitable applicants from HG’s proprietary database and conduct external search using AI software and recruiting mediums such as LinkedIn Recruiter lite. • PC to make direct approaches to suitable candidates • Circulate the role widely and seek advice from suitable sources regarding recommendations
Candidate Shortlisting
Pre-Screening and Vetting of Candidates
On average, 3 days post close of Search (dependent on the number of applications received) <ul style="list-style-type: none"> • Conduct a desktop review of applications and assess against focus key selection criteria and capabilities and behavioural indicators. • Review candidate experience and qualifications, behavioural and cultural fit. • Conduct pre-screening interviews with tier 1 and tier 2 candidates via Teams interview.

Candidate Summary Report

Day 4 following the close of the active search. Provide a comprehensive summary report that includes:

- Executive Summary including data and statistics on applicant pool. M/F ratios, national vs international fields, location of applicants
- Full List of Applicants (alphabetical order)
- Candidate Matrix – Detailed assessment of candidate suitability rated against the selection criteria based on application and pre-screening interviews.
- Tier 1 Candidate Profiles
- Full suite of applications including CV, Cover Letter and Statement against the selection criteria

Shortlisting Meeting

Within **48 hours** of receiving Candidate Summary Report, PC will conduct a shortlisting meeting with the client and panel members.

- Each candidate profile is reviewed. The panel selects preferred candidates to progress to interview.
- HG has internal KPI of presenting to the client a minimum of 4 tier 1 candidates for every assignment. Tier 1 candidates are those that have been assessed as meeting and or exceeding the selection criteria.
- The shortlisting meeting will be coordinated by HG and can be conducted in person or via Teams / web platform.

Interview Preparation

Interviews

As scheduled. HG recommends interviews held **within 1 week of shortlisting**

- Work in collaboration with client to schedule and conduct interviews.
- Design interview guide and interview questions to enable assessment against the focus capabilities and behavioural indicators
- Prepare a comprehensive interview pack for all panel members.

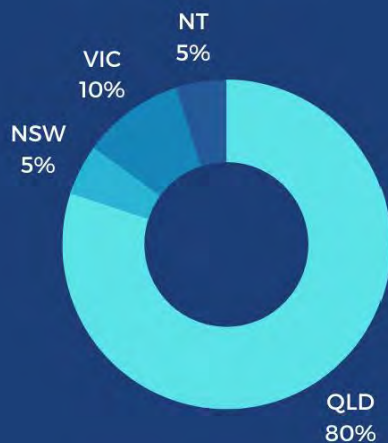


CHIEF EXECUTIVE OFFICER COMMUNITY SERVICES INDUSTRY ALLIANCE



The Community Services Industry Alliance (CSIA) is a team of experts and professionals who focus on innovative projects and the future, working with a diverse range of organizations to support social and economic inclusion in the community. They work with businesses of various sizes and community development programs to create positive change for people and communities, particularly those who are vulnerable.

CANDIDATE FIELD



SEARCH PERIOD
4 WEEKS

NUMBER OF CANDIDATE APPLICATIONS
20

NUMBER OF TIER 1 CANDIDATES
5

NUMBER OF SHORTLISTED CANDIDATES
4

HG joined with CSIA, seeking an experienced leader to build on the legacy and reputation of this meaningful organisation. As an industry that attracts a passionate and dedicated workforce that values contribution, the CEO must embody values-based leadership and be highly skilled at working with, and through people. Someone with strength in policy influence and system thinking was sought, to maximise the impact CSIA can make.

After a 4-week search, HG received 20 applications, and 5 candidates met or exceeded all selection criteria.

These Tier 1 applicants also demonstrated knowledge of the community services industry with experience working across jurisdictions, leading national organisations, or national portfolio or program responsibilities.

*Ms Cheryl Schmidt
was appointed to the position.*



LYNETTE BOERTH

EXECUTIVE DIRECTOR, SEARCH & RECRUITMENT

LYNETTE'S CAREER

Lynette is HardyGroup's Executive Director, Search and Recruitment and leads a team of highly skilled Principal Consultants to attract and grow public sector executive talent. She oversees several hundred C-Suite and executive-level searches annually, delivering executive talent for some of Australia and New Zealand's largest and most complex public sector agencies.

As a senior executive with a multi-national company for almost 20 years, Lynette brings a global and commercial perspective to the attraction, retention, and development of executive-level candidates. Her background in marketing, customer service, business operations and distribution combined with her experience in negotiating major contracts with public sector entities across Australia and New Zealand provide her with strong insights into the skills and abilities required to support leaders working across multi-disciplinary teams and jurisdictions.

Lynette has also led major public sector contracts with the South Australian and Western Australian Governments, including the delivery of state-wide services in health and human services and has a deep understanding of governments at local, State and National levels. She has worked as a leading executive in transition teams and developed corporate and cultural development solutions to support business integration following mergers and acquisitions and machinery of government changes.

Lynette started her career in healthcare and her clinical knowledge combined with her marketing and sales expertise has seen her spearhead national and international contracts and recruitment assignments in public health, including CEO Health New Zealand, and Chief Health Officer – Queensland. In South Australia, she has personally led successful recruitment campaigns for local and Statewide entities such as Drug and Alcohol Service of South Australia and SA Health.

Lynette is based in South Australia, and for 15 years has also been the co-founder and Director of Healthwise Medication Services, responsible for building and developing South Australia's largest Medication Management Consultancy Company in Aged Care. Her background in South Australia and the delivery of State-wide service solutions means she is well versed in the unique needs of South Australian Communities and the local government's that represent them.

Lynette's public, private, and entrepreneurial leadership enables her to assess and select top talent across her fields of expertise. She has a reputation for success in business and a commitment to customer service and this enables her to appoint exceptional talent for any critical role.

EXECUTIVE SUMMARY

A senior executive leader with experience in private, public, and commercial entities.

Lynette is passionate about equity and believes that inclusiveness and diversity in executive recruitment will lead to better outcomes for all.

ASSIGNMENT SPECIFIC EXPERIENCE

Board Member
St Andrew's School
WALKERVILLE
2015-2017

MY EXPERTISE

- C-suite Appointments
- Diversity and Inclusion
- Operations Management
- Commercial Performance
- Medical and Nursing Sub-Specialities

hardygroup



Address

Level 9, 420 George Street, Sydney, NSW 2000



Contact

T. +61 (0)2 9964 9099
F. +61 (0)2 9460 3766



Mail

contact@hardygroupintl.com
www.hardygroupintl.com



HardyGroup's METHODOLOGY

There are unique challenges to recruiting at the senior level; challenges that we, at HG, consistently overcome to deliver superior results. Key to our success is the priority we place on relationships and communication.

As an industry leader for more than 30 years, we have a forged an extensive global professional network without equal. Our Consultants, beyond their recruitment experience, have held positions of seniority in the sectors they serve; providing valuable insight and understanding to our interactions and approaches. Combining unique interpersonal connections with proven methodology, HG provides our clients with insightful industry-relevant advice, options, and support, throughout a seamless sourcing and interview process, to the endpoint of a positive and successful appointment.



HG Guarantee

HG offers a 12-month warranty on all executive search and recruitment assignments. This is 6 months above the industry average and demonstrative of our confidence in our process of sourcing and finding top talent.



DEFINING THE POSITION

HardyGroup's Methodology



Initial Briefing

Comprehensive, and conducted with relevant stakeholders, the initial briefing enables HG to gain an understanding of the organisational and operational context in which the role exists, and a preferred candidate profile - required and desired experience, expertise, behaviours, and qualifications.



Candidate Information Document

Following the initial briefing, HG develops a compelling and clearly articulated outline of the career opportunity - the Candidate Information Document. This document acts as a prospectus for the role within the organisation, to ignite the interest of suitable candidates and align the expectations of all parties. It clearly presents position details, location, and benefits, skillfully showcasing both tangible and intangible advantages of the opportunity.



Approval and Compliance

HG works with you - our client - to generate the highest quality professional materials, compliant with relevant policies, released only with client approval.



REFINING THE TALENT SELECTION

HardyGroup's Methodology

Wide and comprehensive, utilising key source contacts, HG's targeted sourcing strategy engages the most suitable and highest calibre of candidates.



HG Consultants' Professional Networks

HG Consultants have held positions of seniority in relevant fields – nationally or internationally. In a powerful source strategy exclusive to HG - "Strengthening the Front End" - a round-table discussion of the HG team utilises Consultants' already-established networks to create initial trawls of high-quality candidates.



HG's Talent Management Database

HG can boast of an unequalled database of 20,000+ professional executives and senior leaders, providing a resource-rich base of both talent and referral sources in Australia, New Zealand, and globally.



HG's Executive Learning Set (HG Sets) Programme Network

HG Sets is our signature trans-Tasman Director General and C-Suite leadership and development programme. Delivered by HG for over 30 years, with 5,000+ current and alumni members, it is a trusted source of talent, through personal referrals and introductions.



Digital Marketing Campaign

HG's digital marketing campaigns are strategically branded, tailored to the client and the position, and targeted to a selected audience. Supported by digital recruitment tools for customisation and personalisation, HG's campaigns are highly specific and effective, carefully aligned with the position requirements.



HG's Research Department

With a dedicated research department, HG is well equipped to execute a rigorous 'no stone left unturned' approach, including use of web-based recruitment tools such as: LinkedIn Recruiter. Armed with the details of your key requirements and our skilled use of Boolean logic, we discover fresh candidates, as well as progressing and established market leaders.



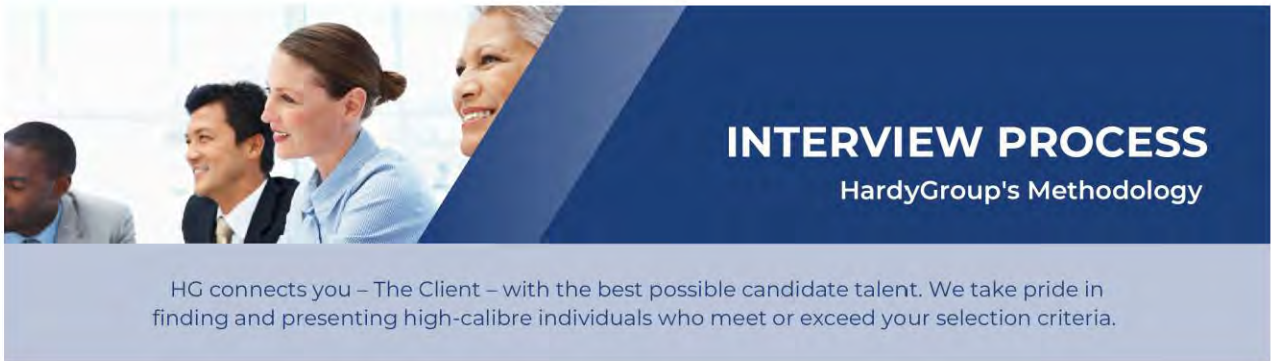
Refined Talent Approaches

As a collective, HG Consultants have previously held positions at Board, C-suite or senior executive levels. This underpins a quality experience for both client and candidates. Unlike other recruitment firms, we have an intrinsic understanding of the requirements of an executive-level role and what truly matters when seeking to capture the attention of high-calibre candidates. Personalised, informed, and strategic approaches are made to candidates assessed as meeting the selection criteria.



Vetting / Pre-Screening

Candidates are initially assessed by HG through candidates' written applications and pre-shortlisting interviews. Rigorous pre-screening, in-person or online, provides our Consultant with unique insights beyond the candidate's written application, and enables assessment of their suitability for organisational fitness. HG Consultants work with the candidates to ensure their applications provide the information necessary for you to make effective assessments.



INTERVIEW PROCESS

HardyGroup's Methodology

HG connects you – The Client – with the best possible candidate talent. We take pride in finding and presenting high-calibre individuals who meet or exceed your selection criteria.



Longlist Profiling and Selection Report

HG will prepare a comprehensive selection report that includes a full list of ranked applicants, their applications and longlist profiles to assist your panel with their shortlisting. HG Consultants assess and rank all candidates against the selection criteria in a detailed matrix. Candidates are then grouped into 3 Tiers with detailed profiles and evaluations made of the longlisted candidates:

- Tier 1 – Exceeds Selection Criteria
- Tier 2 – Meets Selection Criteria
- Tier 3 – Does Not Meet Selection Criteria (if external advertising processes attracts candidates)



Shortlisting

HG Consultants discuss each candidate's capability and suitability with you, offering qualitative and quantitative insights. Consultants then work with shortlisted candidates, preparing them for interview. Video interviews can be conducted and recorded for preview, prior to formal panel interview, offering a more informal means by which to consider candidate potential.



Interviews

The method of interviews is at your discretion, designed to fit with your preferred approach. HG can assist with question development, panel coordination, and organizing candidate travel and accommodation. HG adapts processes to comply with public health directives, and can also coordinate interviews offsite if confidentiality is required. All panel members are presented (electronically) with an interview pack 48 hours prior to interviews. Printed packs can be made available on the day, if requested.

HG's Consultants continue to be available to you pre-interview to receive instructions and provide a final pre-briefing on the candidates. They are also available to attend interviews, provide the panel with a final pre-briefing on candidates if required, meet and escort candidates to and from their interview, scribe, participate in the post-interview debriefing, receive instructions for the next steps, and support the internal approval processes to run smoothly.



Additional Testing and Assessments / Media and Public Facing Roles

HG can arrange for psychometric assessments either through your preferred supplier or via our subcontracted partner, Hogan Assessment Solutions. Media and public-facing roles can benefit from assessing a candidate's media saviness and capability. The fees for these additional services are charged at cost.



POST-INTERVIEW PROCESS

HardyGroup's Methodology

HG facilitates and guides you and your panel through the interview and post-selection process, to complete a recruitment journey of incomparable quality for both client and candidate.



Candidate Selection, Referee and Probity Reports

Upon confirmation of your preferred applicant(s), HG performs reference reports to an agreed template. Up to three referee checks can be performed for each preferred candidate. Online integrity checks, proof of qualifications, and work history checks can also be conducted. HG assists in the completion of any required panel report; typically including the full list of applicants, shortlisted and interviewed candidates, outcome of probity and reference checks, summary statements of candidate performance at interview, and rationale for appointing the preferred candidate.



Candidate Assessment, Care and Evaluation

HG prides itself on presenting the highest quality candidates and supporting those candidates to present themselves in the most effective way. Throughout the process, we strive to ensure that all candidates find the experience valuable regardless of the outcome. It is HG's privilege to advise candidates of the outcome of the search; providing interview feedback and / or coaching to unsuccessful candidates as requested.



Onboarding

All HG-placed candidates are supported with their onboarding by HG Consultants. Candidate check-ins are scheduled in the first week, and at the one-month, six-month, and one-year time-points to ensure the expectations of both the client and candidate have been met, if not exceeded.

HardyGroup approaches all searches with a well-founded confidence, utilizing our historic and current industry knowledge, extensive network of personal connections, thorough and wide-reaching processes, and exceptional relational skills. We look forward to joining with you, providing a superior recruitment experience, to discover and secure your next highly-valuable company leader.





WHAT SETS US APART?



Experience

As an organisation we have stood the test of time and while other executive search and recruitment firms have come and gone, we have been of service to our clients for over thirty-five years. In choosing HG you will be partnering with an experienced, dedicated, results orientated firm.



Network

At HG, we FIND and GROW great leaders. We are specialists in executive leadership. Our unique business model of Leadership and Learning combined with Executive Recruitment has resulted networks across the globe that are unrivalled. We forge deep connections with both our clients and candidates, and we nurture and support these relationships throughout leadership cycles and careers.



Knowledge

We make it our business to understand your business and the societal, cultural, and political environment in which you operate. At HG we will take the time to explore and understand the necessary attributes you are seeking in candidates. We make it a priority to represent you the client authentically, ensuring we attract top talent every time.



Results

Unlike many other recruitment firms, we hire consultants on the basis that they have held senior leadership positions in the sectors they serve. They genuinely understand the roles they are recruiting to and achieve the results our clients deserve every time.



Respect

It matter to us that every prospective candidate has a respectful and robust experience as it upholds your organisations values and at the same time ours. As the talent pool tightens it is as much about the candidate choosing the employer as the employer them.



Innovation

Every assignment requires an element of innovation and agility. This is in our DNA and has contributed to our longevity. We can adapt our processes and methodologies depending upon your timelines and requirements

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	109RN00557OFF	\$20,000,000		1/7/23	Allianz
Professional indemnity (if applicable)	201703-1323 R5 BIA	\$10,000,000	\$30,000,000	1/4/23	Berkley
Property and facilities					
Contents	109RN00557OFF	\$280,543			Allianz
Vehicles plant & equipment					
Workers compensation	180651301	Appropriate for employee number		30/6/23	icare
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for HG Recruitment Pty Ltd by an authorised representative in the presence of:	
_____ <i>K Bridgewater</i>	_____ <i>L Boerth</i>
Signature of witness	Signature of authorised representative
Karen Bridgewater	<u>Lynette Boerth</u>
Name of witness (print)	Name of authorised representative (print)
	<u>Executive Director Search and Recruitment</u>
	Position of authorised representative (print)

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1.	Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Harrison McMillan Pty Ltd 12 162 041 054
2.	Contact Person	Chris Lillas
3.	Registered Address	Level 1, 50 Pirie Street, Adelaide, 5000
4.	Postal Address	As above
5.	Telephone	08 8424 2400
6.	Fax	
7.	Email	chris.lillas@harrisonmcmillan.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Please see attached proposal for additional details		\$19,500	\$1950	\$21,450

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Yes, we intend to comply with the specifications.

RELEASED

Schedule 3 Timeframe

Indicative timeframe for this recruitment project would be as follows (attached proposal covers in detail);

Week 1 : Position briefing and overall strategy agreed.

Week 2 : Post advertisements and commence search.

Week 3 : Review response, continue search, commence Harrison McMillan interviews

Week 4 : Harrison McMillan interviews

Week 5 : Present shortlist

Week 6-8 : Panel interviews with Town of Walkerville, 2nd interviews with preferred candidates, reference checks and offer negotiation

RELEASED

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	REC131125	20,000,000	20,000,000	4/10/23	Offshore Market Placements
Professional indemnity (if applicable)	REC131125	10,000,000	20,000,000	As above	As above
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	26811003	N/A	N/A	30/6/23	Safework SA - Workers Compensation
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Harrison McMillan Pty Ltd pursuant to section 127 of the <i>Corporations Act 2001</i>	
 Signature of Director	 Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
Dani Cuff Name of Director (print)	Joanne Murtagh Name of Director/Company Secretary (print)
OR	
Signature of Sole Director and Sole Company Secretary	
Name of Sole Director and Sole Company Secretary (print)	
OR	
Signed for Chris Lillas by an authorised representative in the presence of:	
Signature of witness	 Signature of authorised representative
Name of witness (print)	Chris Lillas Name of authorised representative (print)
	General Manager Position of authorised representative (print)



RESPONSE TO REQUEST
FOR QUOTATION

CEO

TOWN OF WALKERVILLE
MARCH, 2023

RELEASED



OUR UNDERSTANDING OF YOUR REQUIREMENTS

Harrison McMillan (HM) understand that the Town of Walkerville are currently looking to partner with an experienced executive recruitment firm to assist with the recruitment of the vital role of CEO.

The Town of Walkerville is located at the northeastern fringe of the Adelaide CBD. Its borders are defined by the River Torrens, the Adelaide Parklands and residential suburbs to the north and north-east. Consisting of the suburbs of Medindie, Gilberton, Walkerville and Vale Park, the Town of Walkerville has the distinctive position of being the smallest council within the metropolitan area of Adelaide, covering an area of just 3.5 square kilometres.

The relatively small size of the Town of Walkerville and its population, reinforces the need to embrace this unique community scale and provide an adaptive and responsive strategic direction that reflects the needs and aspirations of the community as a whole. With a population of slightly more than 7000 people, the cultural richness in the community presents an exciting opportunity for the next chapter in Walkerville's history, building upon the contribution by community and leaders in Walkerville since its proclamation in July 1855.

We further understand that The Town of Walkerville would like the selected executive recruitment firm to perform the following activities (including but not limited to):

- Meet with the CEO Performance Review Committee / Selection Panel to develop an understanding of the organisation, the organisational needs and the role of CEO.
- Assist with the refinement of any/all documentation (if necessary).
- Conduct all advertising on online platforms.
- Assist with candidate shortlisting.
- Assist the with panel interview preparation.
- Conduct preliminary interviews with candidates (if necessary).
- Conduct reference checking.
- Assist the Committee with KPI setting.
- Candidate notification – successful / unsuccessful.
- Provide advice on an appropriate benchmarked remuneration package.
- Active participation in final negotiations with selected candidate.

HM Executive believe we can fill this requirement through an innovative and bespoke approach, tailored to the Town of Walkerville's needs, where HM Executive will provide an end-to-end executive recruitment assignment in combination with leading technology.

Outlined within this proposal is HM Executive's approach and solution to partnering with the Town of Walkerville for the recruitment of your CEO.



ABOUT HM EXECUTIVE

HM Executive, owned by Harrison McMillan PTY LTD, is not your "traditional" Executive Search firm. We developed and now pioneer "Recruitment 4.0" to build leading talent solutions, while using best of breed technology to streamline time consuming and often complex executive recruitment processes.

Each of our search projects are individually modelled to combine the "Art" of recruitment – the experience, skills and knowledge of our team with the "Science" at our disposal – our advanced technology, processes and our award-winning engagement model.

When you engage with HM Executive you are effectively hiring a state-of-the-art recruitment department to find you the very best talent to move your business forward. Talent that other agencies – who have not evolved to 4.0 – simply can't find. We have built an enviable reputation based on our non-traditional transparent and bespoke business model, our technology investments, our national and global search, and head-hunting capabilities which has led to exceptional client success and higher than average retain.

HM Executive have partnered with clients to deliver numerous C-suite and Executive positions across a broad range of industry sectors. HM Executive broadly engage with Executive professionals as clients, consultants, candidates and peers in the industry.

In recent years we have placed a number of significant Executive level positions that required high levels of discretion and political sensitivity but also a rapid turnaround time, in limited candidate pools. We are often sought after and engaged in highly complex assignments, or where there is appetite from the client to seek candidates outside of the square and the traditional realms of the Position Description documentation.

REVEALED SEARCH



WHO WE ARE

HM Executive brings together local knowledge and experience with the strategic focus and advisory capability of global Executive Search Firms.



INNOVATION

Technology, video proposals, introductory client videos, and footage about the client.



VALUE

HM Exec offers the client a service that makes them feel comfortable. We will build the relationship then grow a partnership.



TRANSPARENCY

No secrets from the clients, all information concerning each assignment is at their disposal and built into the process.



FLEXIBILITY

Part process solutions for clients who want to maintain some control over the cost or resources to deliver.

WHAT WE WILL DO DIFFERENTLY



1

High Touch Consulting.

2

In depth and extensive research through many forms of technology platforms/ investment.

3

Highest conversion rate of passive candidates.

4

Global Search

5

A confidential approach to the marketplace – even if coupled with an advertising campaign.

6

Understanding & willingness to change scope or direction.

7

Critical thinking and challenging the status quo.

8

Strategic HR support and advice regarding the transition of the Executive.

HM LIST OF RELEVANT COMPANIES & POSITIONS

With over a collective effort of 60 years in Executive Recruitment, we offer a personalised and high touch consulting experience to both clients and candidates alike. When you partner with HM Executive your project team includes highly experienced and trained Executive Recruiters who hold extensive skills, knowledge and experience.

A selection of relevant CEO and C-Suite assignments our team has worked on is highlighted below:

- City of Holdfast Bay – CEO
- Carers SA – CEO
- Girl Guides - CEO
- A3C – CEO
- Committee for Adelaide – CEO
- Clevertar - CEO
- Super SA – Director Technology and Information Security (CIO)
- SA Health – Chief Digital Health Officer (CIO)
- South Australia Police – Director of Information Systems & Technology (CIO)
- Department for the Premier and Cabinet - Executive Director, ICT
- Department for the Premier and Cabinet – Director, Technology Strategy & Policy
- Department for the Premier and Cabinet – Chief Information Security Officer
- Department for the Premier and Cabinet – Chief Technology Officer
- Department for the Premier and Cabinet - Director, Data Engineering and Security
- Department for the Premier and Cabinet - Deputy Director Service Design and Delivery
- PIRSA – CIO
- Hockey SA - CEO
- Discovery Holiday Parks – CIO
- Disability Living - CEO



YOUR PROJECT TEAM



CHRIS LILLAS
General Manager

25 Years Recruitment Experience
250 + Executive Roles placed

Chris joined HM as the GM in 2020 to work closely with the founders and to continue his executive recruitment career. With over 20 years' experience working for executive recruitment agencies specialising in Engineering and ICT, Chris has placed some of the most senior talent in both public and private sector through his ability to plan and execute a seamless recruitment process for his clients and provide an incomparable candidate experience. Chris is committed to the use of technology and consistently introducing new alternatives to stay ahead of the recruitment curve and client needs.



NICOLE METCALFE
Manager Permanent Recruitment

5 Years Recruitment Experience
200+ Roles placed

Nicole has demonstrable recruitment and HR experience working across the Adelaide Market, in the government, private and not for profit sectors. Nicole has worked with Leading Executives across SA Government, Managed Services, Local Government and not for profit including: DPC, Super SA, Department for Education, SAAB, City of Marion and ARTC. Nicole uses her HR background to individually design each recruitment process and align the right candidate culturally for each organisation she works with.

SUPPORTED BY



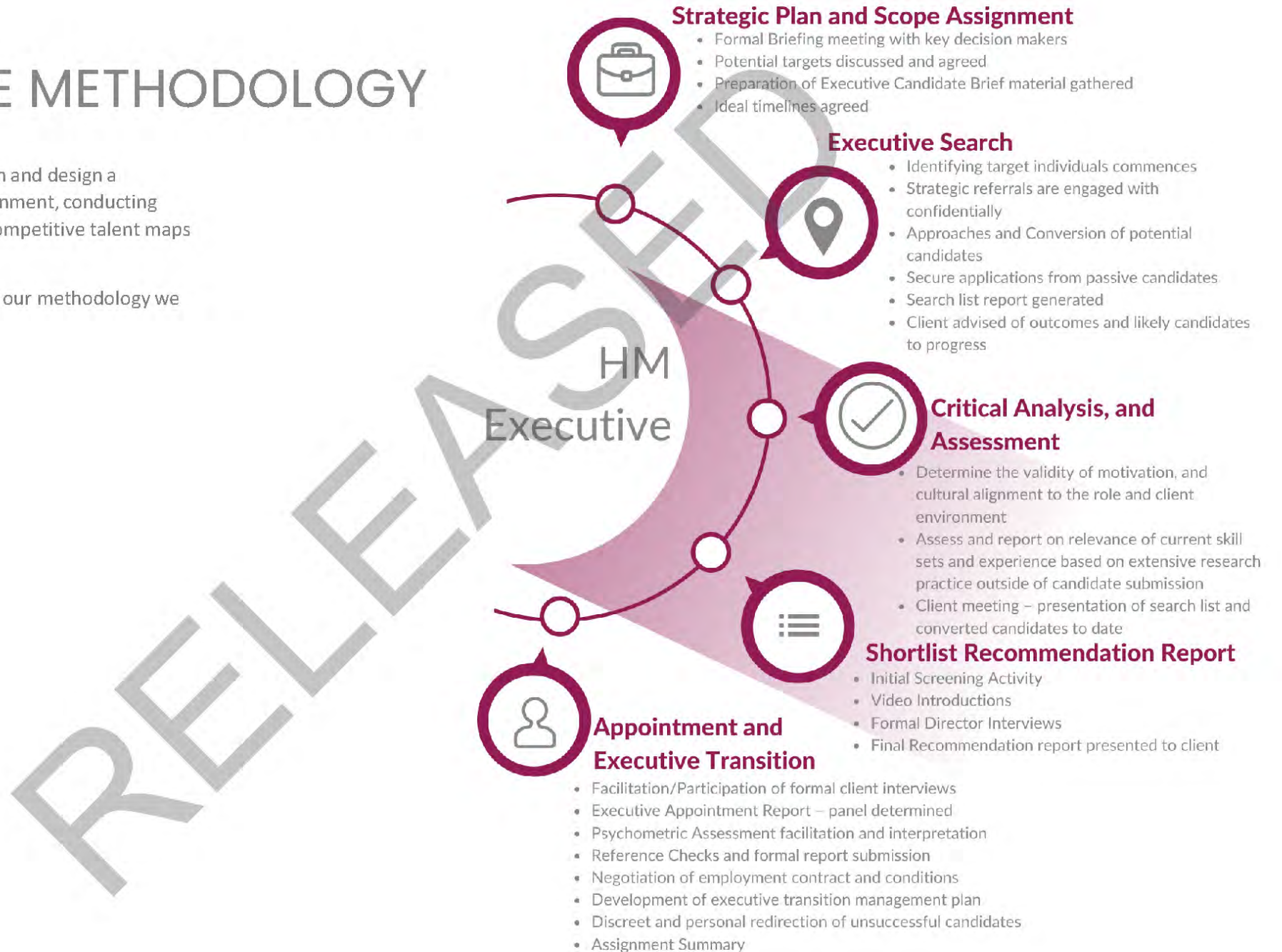
SARAH SAMMONS
Director – HR Services

25 Years Experience
250 + Executive Roles placed

HM EXECUTIVE METHODOLOGY

We understand our client's DNA, we listen and design a customised strategy for each search assignment, conducting extensive research resulting in the best competitive talent maps and shortlists available.

The image included is a representation of our methodology we will utilise during this assignment.



EXECUTIVE SEARCH & TRANSPARENCY

- HM Executive will provide you a broader reach to the best candidates by formulating National and International Search Strategies that are individually modelled based on your ideal candidate profile. Using our state-of-the-art technology, digital database and our award-winning search methodology we identify and define a target list of potential candidates.
- HM Executive will map potential candidates and pro-actively approach them to engage them in your opportunity. Our team are experienced in Boolean search techniques, data mapping and are pro-active in our endeavours, leaving “no stone unturned”. HM Executive Strategic Sourcing and Market Intelligence assignments are underpinned and supported by our internal e-recruitment system Bullhorn. Once our target list is generated, we use our extensive skills and knowledge as Search Consultants to engage these candidates in proactive career conversations, promoting your role and your brand positively.
- Executive search activity will be undertaken to identify, attract and assess potential candidates and their suitability based on the role criteria. We do this by leveraging our networks and by accessing relevant profiles available via our online databases and social media sites such as: LinkedIn, Google, Seek Talent Search, Bullhorn (internal recruitment database) and relevant role specific forums. Our specialist Recruitment Partners also use Boolean search functionality to narrow this down to locate your ideal candidates, as well as utilising skype for business and our video interviewing facilities to interview and qualify international candidates.
- Our respected reputation for transparency, integrity and ethical conduct enhance our ability to attract desirable candidates, and help develop their trust, which is critical to the entire recruitment experience and the formulation of a leading Executive shortlist. By combining the “Art” of recruitment – our experience, skills and knowledge with the “Science” at our disposal – our advanced technology, processes and our award-winning engagement model we source talent that other agencies – who have not evolved to 4.0 – simply can’t find.

hm
executive
by Harrison McMillan



DEFENSIBLE MERIT BASED LONG & SHORTLIST

	Email	Assessment Notes	Rating
00 111	paul@hotmail.com	Paul's career spans 8 years and he...	1
88 777	pamela@bigpond.com.au	Pamela is currently a Bookkeeper...	1
22 444	barry@bigpond.com.au	Barry has a Bachelor of Arts in Acc...	1
00 654	greg@hotmail.com	Greg shows a good level of financia...	1
99 767	cindy@bigpond.com.au	Cindy is currently an Account Man...	2
77 555	avonna@gmail.com	Avonna is currently a self employe...	2
21 555	maria@yahoo.com	Maria is currently a Bookkeeper wi...	2
00 787	ryan@hotmail.com	Ryan's last role was an internal...	3
00 999	katherine@hotmail.com	Katherine is currently a Financial...	3

HM Executive subscribe to best practice methodologies and are very familiar with working with merit-based processes across Defence enterprises when undertaking the recruitment and selection of executive staff. Our processes are designed to ensure best practice recruitment processes are conducted in conjunction and in support of our customer's processes and policies, ensuring a defensible recruitment process is adhered to.

To support this methodology and ensure you can oversee and control the entire process we provide you with comprehensive and transparent candidate matrices throughout the process via the client portal. This portal has a vast amount of candidate information for you to view including, but not limited to; full name, contact details, notice, compliance checks, video interview link, assessment commentary and rating. Note these matrices also get included in the panel reports to further support a defensible recruitment process.

HM Executive's flexible and bespoke model can be tailored to your policies and procedures

HM EXECUTIVE TECHNOLOGY & DEDICATED JOB PORTALS

Innovation is a key focus of HM Executive as well as providing a solution that reduces overall business costs, time pressures and stress in the recruitment process.

We have demonstrated this by implementing leading technologies to aid and offer extra expertise throughout the whole recruitment process. This will provide you with 100% transparency, greater efficiency gains and the assurance that all recruitment information is held with the upmost level of security than other document sharing portals. Please note all of our technology is integrated for a seamless process.

Key Technology we utilise include but are not limited to:

- Our Advanced e-Recruitment System (Bullhorn).
- Bespoke and Dedicated Client Campaign, landing and application job portals.
- Dedicated Candidate and Client Portal and mobile application.
- Video Introduction Technology (Sparkhire).
- Online reference checking Xref, Referoo.
- Advanced Candidate communication tools such as Text Us and Herefish.
- Psychometric Assessment – Suite of Revelian and Harrison Assessments.

Town of Walkerville In Partnership with Harrison McMillan



Your search resulted in: **1 position(s)** | [New Search](#)

[RSS FEED](#)

[FAVOURITE THIS SEARCH](#)

[CREATE AS ALERT](#)

[SORT BY - RECENT POSTS](#)

Chief Executive Officer

[Save Job](#) | [Send Email](#)
09/03/2023

Adelaide
Full Time
Permanent

- Key leadership role with wide remit
- Diverse and vibrant community
- Highly sought after position

CEO > Management

HM EXEC CASE STUDY

RECENT CEO RECRUITMENT

COMPANY: A3C

POSITION: Chief Executive Officer

DATE OF RECRUITMENT PROJECT COMMENTMENT: May 2022

REASON FOR THE VACANCY

A3C funding was nearing an end and they needed to engage a new CEO who would be a longer term prospect and who would execute their future plans for profitability.

PROFILE OF THE CEO THEY WERE SEEKING:

A3C identified the need for an innovative CEO who had strong commercial acumen, strong connections in the technology space, along with an understanding of a membership and a not for profit organisation. A knowledge of cyber was of value but not imperative for this role. A3C selected HM Executive to undertake this recruitment assignment due to our prior experience in CEO recruitment, our methodology and our team of executive recruitment professionals

CLIENT REFERENCES FROM THIS CEO RECRUITMENT ASSIGNMENT

Kim Scott – Chairman A3C
0417 803 292
kimscott050@gmail.com

Geoff Rohrsheim – Board Member
0413 614 828
geoff@rohrsheim.com

HM METHODOLOGY:

HM Executive used a combination of strategic headhunting, combined with advertising campaign which was placed on Seek, LinkedIn, HM Website and print media. HM also put together market mapping which was shared with the client for feedback to better target the search for candidates.

Candidate applications were assessed against the selection criteria and put into Tier 1, 2, and 3 based on level of experiences. All Tier 1 candidates were met with and interviewed to better understand motivations and suitability.

From here, HM determined shortlist recommendations which were presented to the A3C Recruitment Panel. 5 candidates were recommended to shortlist, of which 4 progressed to formal panel interviews (as one chose to withdraw due to recent changes).

Formal Panel interviews involved 4 board members from A3C, HM Director and HM Senior Recruitment Partner for scribe, support and facilitation.

4 candidates were interviewed (1 on Teams), the Board were split on 3 therefore chose to take 3 out of 4 to a second round interview, and psychometric assessments were completed on all 3 of the 2nd round interviewees.

2nd round interviews involved a 20 minute presentation followed by questions referring based on the outcomes of the Psychometric results.

Presentations were based on Strategic Plans for the first 30/60/90 days in the role, should they be successful and what they would look to achieve.

OUTCOME:

The outcome from the board was unanimous on one candidate, who was in turn offered the position and will be commencing in December 2022.

HM LISTS OF PRIOR EXPERIENCE OF RELEVANT COMPANIES & POSITIONS IS OUTLINED IN THE APPENDIX

HM EXECUTIVE ATTRACTION, MARKETING & ENGAGEMENT STRATEGIES

HM Executive can offer a variety of marketing options for the recruitment process for the Town of Walkerville. HM Executive have an inhouse marketing team who are responsible for:

- Creation of bespoke candidate packs, including PDF's and videos
- Creation and upkeep of dedicated landing pages
- Generation of social media and advertising campaign imagery
- Customisation of bespoke recruitment technology (if required)
- Coordination/creation of print and online advertising with external providers
- Set up of unique and vital recruitment automation to ensure a positive experience with your brand
- Creation of candidate and hiring manager internal and external communications

Town of Walkerville In Partnership with Harrison McMillan



Harrison McMillan are excited to be partnering with the Town of Walkerville.

The Township is home to almost 8,000 residents and remains the only Council in metropolitan Adelaide to have retained its 'Town' status. The Town of Walkerville is the smallest Council in metropolitan Adelaide and covers a land area of 3.5km². Our diverse community is served by eight Elected Members and the Mayor of Walkerville.

RSS FEED

FAVOURITE THIS SEARCH

CREATE AS ALERT

SORT BY - RECENT POSTS

Chief Executive Officer

Save Job | Send Email
09/03/2023

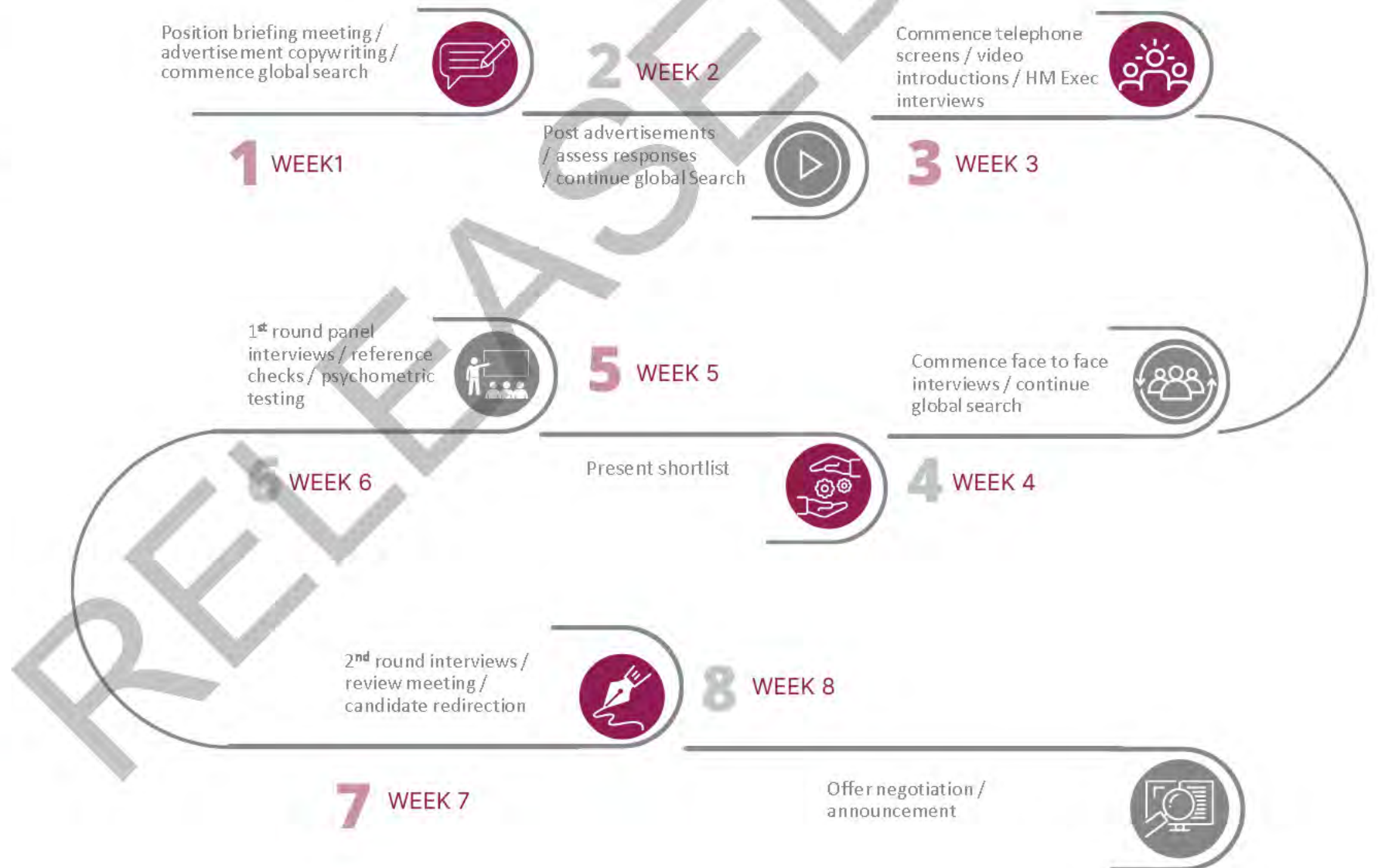
Adelaide
Full Time
Permanent

- Key leadership role with wide remit
- Diverse and vibrant community
- Highly sought after position

CEO > Management

INDICATIVE TIMELINE

Below is the standard overview of the Executive recruitment timeline that incorporates the strategies outlined. This is a reliable representation of how we execute the key milestones and allocate time accordingly to each stage of the process.





HM Executive can offer both full end to end packages as well as an unbundled options where you can pick and choose parts of the process you would like expert assistance with. This depends largely on the capability and role of internal HR teams and if they are intending to also play an active part in the same assignment. Our end-to-end package is derived as a fixed price cost, not the traditional percentage of total remuneration package.

The fixed price that we are proposing is aligned with a fully integrated HM Executive assignment, a 360 approach and a complete end to end service.

We would also like to outline that being a South Australian owned company means that 100% of the fees charged to you as our client will stay in the state and be re-invested into the South Australian economy.

FEE SCHEDULE

**\$19,500 plus GST
plus disbursements**

INVOICING

30% on Commencement
30% on Shortlist
40% on Completion

DISBURSEMENT COSTS

Harrison McMillan's fixed price does not include the cost of disbursements. Exact costs will be confirmed and approved prior to any spend occurring based on advertisement strategy, advertisement placement dates, advertisement size and psychometric testing, number of references required. Below is an indicative representation of costs:

- Seek: \$500.00 plus GST
- LinkedIn: \$950.00 plus GST
- EGN Print Advertising (State Paper / Financial Review): TBA (approx. \$5000 - \$14,000 plus GST)
- Psychometric Testing: TBA dependent upon selected provider
- Job Suitability Testing (Harrison Assessment):
 - Establishment cost \$592.00 plus GST
 - Cost Per candidate: \$97.96 plus GST

Please note -Other disbursement costs associated with the recruitment process may include travel for candidates located interstate etc. and will be agreed with the Client before any costs are incurred and on-charged at cost only.

GUARANTEE PROVISION

HM Executive offer a 6-month replacement guarantee – HM Executive will guarantee placements that we have completed / placed for a period of 6 months. Remedies of enforcing a guarantee may involve revisiting known candidates or commencing a new process entirely, this is dependent on when such a guarantee was required. HM Executive will redo the assignment at no additional recruitment cost. Disbursement costs may apply. No refund will be provided.

The project must be on an exclusive basis. If a suitable candidate is sourced internally or via another agency the guarantee does not apply and agreed project costs will be invoiced. If the Town of Walkerville decides to hold or not progress with the project due to changing business requirements the guarantee does not apply.

Should there be a change of direction, change of scope or new concept that differs from the initial brief, or new requirements requested, additional fees will be payable according to the agreed fee schedule and the guarantee may not apply. The guarantee is valid only once for the same position into which the original candidate was placed and is not transferrable to another role/position. HM Executive must be notified within 14 days of the placed candidate leaving the employment of the client. The replacement must commence immediately or within the remaining guarantee period.

THE TRANSITION

Not only have HM Executive consultants placed over 300 Executive positions and offer a best practice recruitment process, we ensure you retain your Executive talent with 99% of our Executive placements remaining in the position well past the probation period.

During your Executive's probation period we remain your advisors to assist you with the transition and ensure the success of your Executive hire.



ACCEPTANCE

Please sign below to confirm your acceptance of this estimation or email us by return.

I, the undersigned, am an authorised representative of the Town of Walkerville and understand that by signing I agree to all terms and conditions contained herein. To view HM Executive Terms and conditions please see further attachments.

Signature: _____

Name: _____

Title: _____

Date: _____

RELEASED

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We **(Respondent)** on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	HAYNES Mechanical Pty Ltd T/A Haynes Labour Hire ABN 49 066 059 541
2. Contact Person	Kylie Shepherd - Sales & Operations Manager
3. Registered Address	Level 3, 99 Melbourne St, South Brisbane Q
4. Postal Address	As Above
5. Telephone	0467 949 028
6. Fax	
7. Email	kshepherd@haynesgroup.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Permanent Recruitment CEO Position (3 month guarantee) - based on \$200K + Super 10.5%	1	\$39,780	\$3,978	\$43,758
Permanent Recruitment CEO Position (3 month guarantee) - based on \$250k + Super 10.5%	1	\$49,725	\$4,972.50	\$54,697.50

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

All specifications are able to be complied with.

Please note that due to our team being in Queensland - meetings will be held via TEAMS. HAYNES are available to meet in person however all travel costs will be charged back to Walkerville

RELEASED

Schedule 3 Timeframe

1 - Once agreement is signed by all parties and all relevant information in regards to the position has been advised/agreed - HAYNES will have advertising on the following platforms within 48 hours (pending if it needs to be approved by yourselves or not). In addition to general advertising our dedicated recruitment team will review/contact potential applicants through professional networks (head hunt).

Platforms include SEEK, HAYNES Website, Indeed, Jora & Facebook. Additional requested platforms may incur charges

2 - Weekly updates provided on applicants shortlisted based on initial resume submission.

3 - Generally a position of this calibre we would allow the full month of advertising to ensure we are allowing suitable applicants time to submit for consideration.

4 - The remaining timeframe will be dependent on the Panel of Interviewers and their schedules along with how the process will be completed - in person / TEAMS etc.

5 - Estimated timeframe from signing to making an offer is 60-80 days. Please note this could shorten or lengthen depending on market availability

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services. NOT APPLICABLE for permanent recruitment services

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability					
Professional indemnity (if applicable)					
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					
Directors and officers (if applicable)					
Other					

RELEASED

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

<p>Executed by [insert Company name] pursuant to section 127 of the Corporations Act 2001</p>	
<p>Signature of Director</p>	<p>Signature of Director/Company Secretary (Please delete as applicable)</p>
<p>Name of Director (print)</p>	<p>Name of Director/Company Secretary (print)</p>
<p>OR</p>	
<p>Signature of Sole Director and Sole Company Secretary</p>	
<p>Name of Sole Director and Sole Company Secretary (print)</p>	
<p>OR Signed for HAYNES Labour Hire by an authorised representative in the presence of:</p>	
<p> Signature of witness</p>	<p> Signature of authorised representative</p>
<p>Rebecca Pace Name of witness (print)</p>	<p>Kylie Shepherd Name of authorised representative (print)</p>
	<p>Sales & Operations Manager Position of authorised representative (print)</p>

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Mark Hamilton Hender t/a Hender Consulting
2. Contact Person	Andrew Reed, General Manager
3. Registered Address	Level 5, 81 Flinders Street, Adelaide
4. Postal Address	As above
5. Telephone	08 8100 8836
6. Fax	-
7. Email	andrew.reed@hender.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Recruitment services comprising <ul style="list-style-type: none"> a commencement fee of \$6,000 + GST after instructions for the assignment have been taken and a recruitment strategy approved; a further fee of \$6,000 + GST following the presentation of a shortlist acceptable to the Town of Walkerville; a final fee of \$6,000 + GST following appointment of an applicant to the position. 		\$18,000	\$1,800	\$19,800

<p>These professional fees include all consulting and support time. Disbursement charges such as travel and accommodation authorised by Council will be invoiced at cost.</p> <p>Fees for any psychometric testing undertaken will be invoiced to Council at cost.</p> <p>Indicative advertising costs are detailed at the end of Section 2</p>				
---	--	--	--	--

RELEASED

Schedule 2 Compliance with the Specifications

Hender Consulting intends to comply with the Specifications. Details of our approach follow:

Process - summary

As a concise summary, Hender Consulting will provide assistance in the following ways:

- meet with you to complete a comprehensive brief and establish the key selection criteria, executive search and advertising parameters;
- meet with other selected stakeholders, if required, to gather additional perspective on the type of professional sought;
- assist in the refinement of the position description for the role, if required, to ensure it reflects contemporary executive responsibilities and can be effectively linked to strategic and performance objectives. Hender Consulting has written the job and person specifications which currently apply to a number of incumbent Principals, Directors and Chief Executives;
- prepare carefully crafted advertisements and ensure they are placed in appropriate print and online media;
- undertake targeted executive search activity and encourage suitable candidates to apply for the position;
- receive enquiries from potential applicants confidentially and courteously to protect candidates' privacy;
- provide regular updates to you by means of recruitment reports summarising all applications and search activity (sources and targets) and, if requested, provide full copies of all applications;
- assist in the interviewing and shortlisting process;
- prepare interview guides focusing on skill and behaviourally based lines of questioning;
- participate in panel interviews as either a facilitator or observer or both;
- assist in the preparation of reports on the outcome of the interview process if required;
- undertake due diligence on the preferred candidate(s) including thorough reference checking, academic qualification checks and psychometric assessment (if requested);
- advise all unsuccessful candidates of the outcome of their application;
- provide assistance in the negotiation of offer details including remuneration, employment contract and key performance indicator details.

Detailed recruitment methodology and recommended approach

Client briefing

We would meet with the CEO Performance Review Committee/Selection Panel (the Committee) to confirm expectations of us and enable agreement on the finer detail of the recruitment including methodology, executive search and advertising strategy to ensure the best response from applicants. Further, this meeting is an opportunity to discuss and share mutual insight and market factors, remuneration and potential challenges and opportunities that may influence the process and outcome.

Sourcing candidates

There is no 'one size fits all' approach to sourcing quality candidates. We utilise contemporary sourcing and search methods along with traditional recruitment methods. Through our multifaceted approach, we will ensure that your job opportunity is promoted consistently across a national network in order to attract and capture the interest of multiple ideal candidates. Our methods consider both active and passive jobseekers as your ideal candidate might not necessarily be 'looking' for their next role.

Included in our process will be:

- Sector research and candidate mapping.
- Extensive executive search through our professional networks, seeking out both sources of candidates and/or target candidates. Our executive search methods are primed to reach potential candidates locally and nationally.
- Analysing previous assignments in relevant fields. Our extensive IP allows us to accurately target candidates who are known to us and have the necessary skills portfolio.
- Contacting our broad network of LinkedIn connections to whom our regular advertising is visible and who regularly interact with our job posts.
- Targeted LinkedIn search utilising our Recruiter license to identify candidates who may be worthy of an approach.
- Dissemination via word of mouth through Hender and client networks.

Candidate management and experience

Hender Consulting recognises the importance of courteous, professional, respectful, confidential and timely candidate care and management. In fact, our brand and reputation rely on ensuring a positive candidate experience, even in circumstances where we are often delivering unfavourable news to many candidates. We never forget that any candidate interaction with our team and firm also reflects the client brands we represent. Our candidate management is underpinned by the following:

- highly responsive to candidate enquiries (within 24-48 hours of contact);
- provision of relevant information regarding client/role requirements and other considerations to inform candidates as they assess their own fit and interest in the role/organisation;
- respectful and courteous management of internal candidates throughout the entire process;
- regularly advising applicants on status of application and progress, with personalised feedback for all interviewed candidates exiting a process.

Please refer to the *Advice to applicants* section below for further details regarding unsuccessful candidates.

Advertising strategy

For a position of this importance and seniority we would propose the use of a multifaceted advertising strategy that encompasses both print and digital media in order to fully promote the vacancy locally and nationally while drawing the attention of prospective candidates from a diverse range of backgrounds.

The core advertising platforms for all of our recruitments centre around digital media and the utilisation of websites such as SEEK, LinkedIn, InDaily and our own Hender Consulting website. There may also be merit in exploring broader listings on local government specific job boards.

Advertising in local print media (The Advertiser Saturday Early General News) should be seriously considered. Candidates based locally and outside of SA seeking roles in Adelaide/SA are familiar with our Hender brand as the most prominent and well-established executive search and recruitment firm in South Australia. The effectiveness of these advertisements is something that is regularly confirmed by candidates. Placement in the national media (eg The Weekend Australian or The Australian Financial Review) is an option to consider and discuss at the initial briefing meeting. We will encourage an immediate response from interested parties by publishing the Consultant's name and direct dial phone number on the advertisement. At executive level, applicants are naturally most concerned about confidentiality and the careful handling of initial enquiries is an important component of a successful recruitment exercise.

This targeted advertising strategy, to be agreed at the initial briefing meeting, will ensure the position has broad visibility at local and national levels, including visibility to potential candidates looking to return or relocate from interstate or overseas.

Applicant and search reports

As applications for the position are received, we will prepare periodic applicant reports containing categorised lists of all applicants. We will forward updated versions of this report to you by email progressively throughout the assignment to keep you informed of progress and to achieve absolute transparency. Copies of all applications will be made available to you if requested.

We will also provide updates/reports on search activity being conducted to keep you informed of progress.

Interviewing and shortlisting

After allowing approximately two weeks for applications to be submitted and reviewed by our consultants we would seek to meet with you to discuss the profiles of suitable applicants and agree on a long list for further assessment. We will then undertake preliminary interviews with selected applicants to enable us to narrow the field down to a proposed shortlist. We would request that all internal and external applicants be referred to us for consideration so that we may make an objective assessment of the total field of applicants and provide benchmarking of internal talent to that of the current broader market.

We will recommend a shortlist of applicants for you to interview and provide our impressions of those shortlisted applicants together with details of their motivations and reasons for applying, current salary and future salary expectations, and highlighting themes focussed on strengths or concerns and other relevant information.

Selection Panel interviews

We will coordinate and structure interviews with the Panel and provide an experienced Consultant to join the Panel. Clients typically find great value utilising our expertise as an independent and objective participant. We are able to play a number of roles including observer or facilitator and can often ask highly targeted, probing questions that may be otherwise challenging for the client to approach directly.

We will assist the Selection Panel in determining appropriate interview questions and draft a targeted behavioural panel interview guide. We will prepare full panel packs including applicant details and summaries, interview schedule and additional information. We would be happy to offer the Hender Consulting premises for these panel interviews as our facilities enable the smooth movement of candidates in and out of interviews while maintaining confidentiality. We will provide continuing guidance and assistance to the Panel throughout the interview process, including facilitating panel debrief discussion in order to identify preferred candidates.

Reference checking

In our view, reference checking is one of the most important components of any recruitment assignment. Candidates will be required to nominate referees who can attest to their achievements and experience including previous direct line managers (or council members, stakeholders, staff, etc where appropriate). Where candidates have not nominated appropriate or sufficient referees, we will ask for additional referees whom we know will be able to affirm or refute the information being provided to us by the candidate.

Our Consultants are highly experienced in conducting thorough reference checks. Referees will be asked to comment on the key selection criteria and aspects specifically relating to the individual, rather than simply offering generic feedback. Themes such as leadership style and effectiveness, workforce engagement, strategic and policy planning and delivery, change management and leadership, subject matter knowledge, vision,

ethics, stakeholder influence and collaboration, innovation and ability to lead within a complex environment will regularly be explored.

Reference checks are completed only by Consultants and always with the consent of the candidate. We will provide written and verbal feedback of the reference reports to the Panel.

Confirmation of qualifications

We will confirm the preferred applicant's claims in relation to academic qualifications with the appropriate institutions. This is a non-negotiable part of the due diligence for appointments of this type.

Psychometric testing and reporting

It is important that any psychometric testing is used as *part* of a suite of assessment methodologies and *not* as a primary selection tool. Any concerns or inconsistencies highlighted by testing can be explored with referees. As such we recommend psychometric testing (if used in the process) occurs following panel interviews and before reference checking to enable thorough exploration of any areas of concern during reference check discussions.

We will only undertake psychometric testing when it is clear that it will add value to and assist in the selection process and in determining development requirements to ensure the successful candidate is supported to succeed in the role. We are able to facilitate a range of psychometric profiling assessments including a consultation and feedback from a qualified psychologist if requested.

Fees for any psychometric testing undertaken will be invoiced at cost by Hender Consulting.

Negotiating offer and advice on remuneration package

We will assist the Panel in any final negotiations with the preferred applicants regarding terms and conditions of offer. Our experience recruiting recent appointments and current incumbents both within and outside the sector and in conducting regular executive remuneration and performance review assignments equips us to provide objective and accurate advice in this regard.

Hender Consulting is regularly engaged to conduct executive remuneration benchmarking for numerous public, private, not-for-profit and associated entities. We will regularly advise the Panel if we believe the anticipated remuneration package is precluding suitable candidates and provide independent and objective advice accordingly. It will be necessary to offer a market competitive package to attract a highly competitive field; we will continue to provide objective commentary around this matter throughout the process.

Advice to applicants

Throughout the assignment we would courteously notify any applicants definitely not proceeding in order to manage their expectations and not keep them waiting for news longer than necessary.

At the conclusion of the assignment we would notify all remaining unsuccessful applicants. This is a critical phase as the courteous and professional treatment of candidates supports positive public relations on behalf of Town of Walkerville and our Hender brand. We will act as your agent in this regard. It is Hender Consulting policy that any interviewed candidates are telephoned and provided with targeted feedback.

We would also be pleased to meet in person with (and provide criteria based feedback to) any unsuccessful *internal* candidates as part of Council's commitment to their professional development.

Assisting the Committee with KPI setting

The initial briefing meeting with the Committee will establish key selection criteria for the CEO position. Together with the Committee, Hender will review the position description for the position at this stage of the process to ensure it can be effectively linked to strategic and performance objectives.

Hender will be pleased to participate with the Committee in the setting of KPIs following the appointment and commencement of the successful candidate. This process is done in consultation with the appointee in order that the appropriate framework is put in place for future performance appraisals.

Post placement follow up

Hender Consulting is committed to the ongoing support of the placed candidate. We will contact the appointee and Town of Walkerville on commencement and thereafter at regular intervals (one month, three months, six months, etc) to ensure a smooth transition into the role. This will allow informal discussions prior to the probation and formal annual appraisals and enable both the appointee and the Town of Walkerville to raise any initial concerns and/or provide positive feedback.

Guarantee and placement success rate

For this recruitment we would offer a guarantee period of 2 years from the date of appointment of the candidate to undertake the recruitment assignment again at no additional consulting fee if the appointment is terminated *due to unsatisfactory performance*. It is imperative that the appointee to the role is widely regarded as eminently suitable and we believe that, as your agent, we should share this risk with you.

Experience and Resources

Recruitments of this type are core business for Hender Consulting. For the last decade or more, Hender has recruited a CEO or equivalent role *two times each month*. While a high number of these appointments have been in the local government sector, we have also appointed leadership positions across broad sectors in public, private and not-for-profit entities. We can, with clear evidence and track record, accurately claim to be the market leading CEO recruitment provider in South Australia. A comprehensive listing of all senior appointments is included in our Portfolio attached.

Hender Consulting has worked with numerous local government organisations over many years. A selection of local government Chief Executive Officer appointments undertaken by Hender is listed below.

Adelaide City Council	Chief Executive Officer
Adelaide Hills Council	Chief Executive Officer
Alexandrina Council	Chief Executive Officer
Alice Springs Town Council	Chief Executive Officer
Berri Barmera Council	Chief Executive Officer
Barossa Council	Chief Executive Officer
City of Burnside	Chief Executive Officer
City of Holdfast Bay	Chief Executive Officer
City of Mitcham	Chief Executive Officer
City of Onkaparinga	Chief Executive Officer
City of Port Adelaide Enfield	Chief Executive Officer
City of Port Lincoln	Chief Executive Officer
City of Prospect	Chief Executive Officer

City of Salisbury	Chief Executive Officer
City of Tea Tree Gully	Chief Executive Officer
City of Unley	Chief Executive Officer
City of Victor Harbor	Chief Executive Officer
Corporation of the Town of Walkerville	Chief Executive Officer
City of Whyalla	Chief Executive Officer
District Council of Barunga West	Chief Executive Officer
District Council of Cleve	Chief Executive Officer
District Council of Coober Pedy	Chief Executive Officer
District Council of Elliston	Chief Executive Officer
District Council of Grant	Chief Executive Officer
District Council of Mallala	Chief Executive Officer
District Council of Streaky Bay	Chief Executive Officer
District Council of Tumby Bay	Chief Executive Officer
District Council of Yorke Peninsula	Chief Executive Officer
Light Regional Council	Chief Executive Officer
Naracoorte Lucindale Council	Chief Executive Officer
Northern Areas Council	Chief Executive Officer
Rural City of Murray Bridge	Chief Executive Officer
Tatiara District Council	Chief Executive Officer
The Coorong District Council	Chief Executive Officer
Town of Gawler	Chief Executive Officer

Given this history we genuinely believe that we offer a unique proposition to handle this appointment at this time.

Our work with other Councils and associated public entities gives us a strong window into the significant challenges and opportunities facing local government organisations in the current climate. Further informed by our extensive work in CEO and second tier performance appraisals for the local government sector, we have a sound appreciation of the importance of the human synergistics required in the assessment of CEO behaviours towards the development of positive organisational culture for our client organisations. Our ongoing involvement with long term, successful and high performing placements in the sector (Mark Withers at Port Adelaide Enfield, among others) is also testament to our capability and experience at this level.

In view of the importance and seniority of this appointment, the assignment would be managed personally by General Manager, Andrew Reed with further support from the other experienced executive consultants and administration team members. The attached document includes our team profile demonstrating the depth and diversity of the experience of all members of our executive consulting team.

Referees

A list of potential referees appears below and can be expanded to include further local government or other sector names on request.

Claire Boan, Mayor, City of Port Adelaide Enfield, 8405 6773

Lucas Jones, former Deputy Mayor (now Councillor), City of Tea Tree Gully, 0425 411 618

Gillian Aldridge OAM, Mayor, City of Salisbury, 0411 703 706

Angela Evans, Mayor, City of Charles Sturt, 8408 1103

Dr Moira Jenkins, Mayor, City of Victor Harbor, 0412 733 453

Given our extensive work outside of local government, we would be pleased for you to speak to the following referees who can further attest to our work in CEO appointments:

Carolyn Mitchell, Chair, Credit Union SA, cmitchell@cowellclarke.com.au

Alex Cannon, Chair, South Australian Tertiary Admissions Centre, 0418 879 824

Gael Fraser, Chair, UnitingSA, 0400 627 702

Mark Porter, Board President, Resthaven Inc, mporter@adelaideanglicans.com

Chris Kourakis, Chief Justice, available upon request – Hender has recruited the last two CEOs for the Court system in South Australia.

Hender points of difference

We are pleased to highlight our Hender points of difference:

1. The **experience and credibility of the consulting team** – Hender Consulting turned 30 last month. A genuine point of difference is the experience and stability of our consulting team. The Consultants who manage our assignments have worked extensively on very high profile executive appointments as outlined in the attached appendices. Andrew Reed, Justin Hinora and Bernie Dyer have significant experience in executive recruitment and with Hender Consulting in particular, with more than 50 years combined service to the firm.
2. **Highly trusted, proudly South Australian brand:** Hender facilitates more CEO, C Suite and executive level appointments than any other SA based executive recruiter, including placing around 100 of the current CEO or equivalent incumbents in SA, with virtually all our work being won by competitive tender, repeat clients or via referral.
3. **Objective processes:** Hender Consulting does not cross subsidise its executive recruitment work with paid professional coaching or private assessment of candidates due to the obvious conflict of interest. Shortlisted candidates are selected on merit alone.
4. **Transparency, independence, no organisational conflicts of interest:** Hender consultants do not sit on any boards thereby maintaining a position of complete independence for any and all organisations with whom we work. Our process is comprehensive, transparent, rigorous, objective and independent. It is Hender policy to disclose every applicant and any potential applicant conflicts of interest to our clients.
5. **Our focus on candidate experience:** We are highly engaged in the positive representation of your brand and ensure responsiveness and respect for all candidates.
6. **Executive search and talent attraction:** The identification and attraction of candidates who are not active job-seekers forms a crucial part of the service we provide to our clients. Utilising our Australian and international networks as required, Hender Consulting is regularly engaged to fill positions requiring skills or expertise that are not readily available in South Australia.
7. **Extensive due diligence:** All of our Consultants are skilled interviewers trained to utilise behavioural questioning to help display the true strengths and weaknesses of candidates. Our process emphasises

rigorous screening, interviewing and assessment. Under no circumstances will we compromise due diligence for haste in a process including comprehensive reference checking, checking academic transcripts with the relevant institution and social media checks.

8. **Experience in managing the sensitivities surrounding high profile appointments** – we are skilled in managing confidentiality, communications and subtleties regarding public and media scrutiny.
9. **Our guarantee – we stand by our record of successful appointments:** It is imperative that the appointee to any role is capable and fit for purpose. As your agent, Hender Consulting believes we should share this risk with you and will undertake the recruitment assignment again at no additional consulting fee if the appointment is terminated *due to unsatisfactory performance within 2 years from the date of appointment.*
10. South Australia is one of the greatest places in which to live and work in the world. **We will champion The Town of Walkerville and this role on your behalf.**

Indicative advertising costs

The Advertiser/Online Bundle	Early General News, colour (including one SEEK listing, one LinkedIn listing, one listing on InDaily and the Hender website)	\$6,000 - \$7,000 + GST
Digital only Advertising Bundle	One SEEK listing, one LinkedIn listing, one listing on the Hender website and one listing on InDaily	\$2,000 + GST

Schedule 3 Timeframe

We would anticipate allowing a minimum of two weeks for applications to be received after the advertisements appear, and a further one to two weeks for Hender Consulting to complete executive search and other candidate attraction activities and conduct preliminary interviews. Assuming that the Selection Panel can interview within a further one to two weeks, it should be possible within approximately six to seven weeks from the date of the advertisement to have identified a preferred candidate.

Ideally a strong field of candidates will be attracted from effective high-profile advertising, initial search and broad promotion of the opportunity. However, if further targeted and more aggressive search activity is required, this could extend the period to some extent. Events outside of our control may impact timing, however we would ensure regular communication on any factors that could impact process or timing.

Certain aspects of the above timing may be fast-tracked if necessary, however Hender Consulting will not sacrifice due diligence for haste under any circumstances.

RELEASED



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	10M 8198495 Certificate of currency attached	\$20,000,000	\$20,000,000	30/09/23	Insurance Aust Ltd T/a CGU Prof Risks
Professional indemnity (if applicable)	05MIS1991105 Certificate of currency attached	\$20,000,000	\$40,000,000	30/09/23	Insurance Aust Ltd T/a CGU Prof Risks
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	Registration certificate attached			30/06/23	ReturntoWorkSA
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i>	
Signature of Director	Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
Name of Director (print)	Name of Director/Company Secretary (print)
OR	
Signature of Sole Director and Sole Company Secretary	
Name of Sole Director and Sole Company Secretary (print)	
OR	
Signed for [Insert Representative's name] by an authorised representative in the presence of:	
	
Signature of witness	Signature of authorised representative
Justin Hinora	Andrew Reed
Name of witness (print)	Name of authorised representative (print)
	General Manager
	Position of authorised representative (print)



HENDER
CONSULTING

TRUSTED ADVISORS SINCE 1993

INTEGRITY-ACCOUNTABILITY-AUTHENTICITY-CREDIBILITY-IMPARTIALITY-HUMILITY

henderconsulting.com.au | +61 8 8100 8827 | Level 5, 81 Flinders Street, Adelaide SA 5000

Proudly representing the trusted Hender Consulting brand, Justin Hinora, Bernie Dyer, Gill Manser, Trish Retallick, Marisa Hunt and Andrew Reed are one of the most experienced executive recruitment and related human resources consulting teams in South Australia.

The Hender Consulting Team offers six core professional services:

- ▲ Executive search and recruitment;
- ▲ Non-Executive Board Director search and recruitment;
- ▲ Independent executive performance appraisals;
- ▲ Remuneration benchmarking and advice;
- ▲ General advice regarding organisational structure, retention, succession, culture and related human resources considerations;
- ▲ Executive and Non-Executive Contracting Solutions.

Meet our Team



Andrew Reed
General Manager



Justin Hinora
Executive Consultant



Bernie Dyer
Executive Consultant



Gill Manser
Executive Consultant



Trish Retallick
Executive Consultant



Julieann Clohesy
EA to the GM and
Team Coordinator



Stevie Bridgman
Executive Assistant



Marisa Hunt
Senior Consultant
Contract Division

Andrew Reed | 📞 +61 8 8100 8836 | andrew.reed@hender.com.au | [Linkedin](#)

Andrew joined Hender Consulting as a Senior Consultant in 2002, progressed to the Principal Consultant role and was appointed as General Manager in late 2016. His qualifications include a Bachelor of Economics and a Graduate Diploma in Education.

Andrew has facilitated well over 1,000 consulting assignments with a particular focus on executive and non-executive director search and recruitment, CEO and GM appraisals, remuneration reviews and organisational structure advice. During his time with the firm, Andrew has been entrusted by a diverse range of public and private entities to assist with the appointment of the most pivotal roles in the organisation.

Justin Hinora | 📞 +61 8 8100 8829 | justin.hinora@hender.com.au | [Linkedin](#)

Justin joined Hender Consulting in 2004 and is one of the firm's most experienced consultants. Throughout his extensive career in executive search and recruitment, which spans beyond his time with Hender, he has earned himself credibility as a highly trusted advisor, consulting to a range of clients large and small, across a broad industry spectrum.

Each and every assignment is different and Justin prides himself as a proactive, resourceful and solution focused consultant, driven to achieve outcomes above and beyond. His contemporary approach to executive recruitment is one of the leading reasons for continued and demonstrated success in sourcing the best candidates possible. His candidate knowledge, reach and networking ability is extensive, and includes interstate and overseas based candidates (both passive and active) keen to return home.

In addition to his extensive experience placing literally thousands of senior executive positions, including some of the most high profile and public appointments, Justin's consulting capability extends to CEO and GM appraisals, remuneration reviews and organisational structure advice.

Justin's qualifications include a Bachelor of Arts with a major in Legal Studies, and a Diploma in Human Resource Management. He is an active member of the Australian Human Resources Institute and regular participant in Australian Institute of Company Directors events.

Bernie Dyer | 📞 +61 8 8100 8812 | bernie.dyer@hender.com.au | [Linkedin](#)

Commencing her recruitment career in 1997, Bernie is one of Adelaide's most respected and experienced executive recruiters with extensive experience across a diverse range of sectors and disciplines. Her significant consulting career in executive search and selection is further enhanced with in-house experience from large complex enterprises in recruitment leadership and management roles with the University of South Australia and Bendigo Adelaide Bank. She is widely acknowledged as a highly engaged, knowledgeable, responsive and ethical consultant.

Following 13.5 years prior service with the firm, Bernie returned to Hender in early 2022 bringing significant experience in higher education, human services, financial services, not-for-profit, government and corporate appointments. She continues to focus on Director, CEO, C-suite and senior management search and selection, along with associated consulting services.

Gill Manser | 📞 +61 8 8100 8825 | gill.manser@hender.com.au | [Linkedin](#)

Gill has over 25 years experience as a recruitment consultant in both the executive and administration fields, sourcing candidates for permanent as well as contract roles. Since joining Hender Consulting in 2004, Gill has worked in permanent executive recruitment and search across a broad range of roles and industries including federal, state and local government, professional services, financial services, health, education, the arts, wine, retail and manufacturing.

She has recruited in areas such as human resources, business development, marketing and communications, fund raising and sponsorship, project management, contract management, facilities management, engineering, planning, governance, corporate services and accounting. Prior to joining the recruitment industry, she held generalist human resources positions within the retail sector and state government.

Trish Retallick | 📞 +61 8 8100 8813 | trish.retallick@hender.com.au | [LinkedIn](#)

Trish joined Hender Consulting in 2020 having previously worked alongside Hender lead consultants earlier in her career. She has experience spanning three decades, both in Victoria and South Australia, in recruiting at the executive and administrative levels. Her experience covers senior appointments in a wide range of sectors including state and local government, corporate, professional services, not-for-profit, retail and manufacturing.

In addition to her recruitment capability, Trish brings experience gained through senior administrative positions in government, not-for-profit and industry. She has recently returned from interstate where she led the customer service operation for a significant not-for-profit with a medical research base.

Support Team

The above Consultants are supported by two highly experienced executive support professionals who are equipped with the judgement and expertise to effectively, courteously and confidentially interface with candidates and clients (at all levels) in regard to this often complex and sensitive, and always important work.

Marisa Hunt | 📞 +61 8 8100 8824 | marisa.hunt@hender.com.au | [LinkedIn](#)

Marisa is a Member of the Recruitment and Consulting Services Association of Australia and New Zealand (RCSA), possessing Human Resources consulting qualifications through Monash University.

Marisa demonstrates more than 20 years experience in recruitment, having held various consulting and senior consulting positions. Marisa's experience spans contract and permanent recruitment including specialising in the finance and accounting disciplines for over ten years from support to interim management level. She also has developed broader experience recruiting across other commercial and business disciplines including human resources, OH&S, marketing and communications, administration management and specialist roles from mid to senior level appointments.

Marisa has previously provided ongoing recruitment services for key account relationships with other organisations. She demonstrates significant experience supplying high volume on-hire staff to commercial enterprise as well as State Government as the Account Manager for the Whole of Government account.

Team Capability/Experience

In addition to the recruitments listed below (but excessive for the purposes of this document), the Hender Consulting Team has recruited literally hundreds of permanent and temporary contract first, second and third tier professional roles across all corporate disciplines such as finance, IT, human resources, marketing, communications, governance, engineering, project management, executive support, procurement, logistics, supply chain, customer service, etc. The firm is also regularly engaged formally and informally to assist with the search and selection of non-executive board directors.

Hender Consulting's specialist Contracting Division addresses our clients' immediate and future temporary and direct fixed-term contract recruitment needs offering specialist, management and executive contracting solutions, with demonstrated success and expertise across the aforementioned corporate disciplines.

The firm is engaged most weeks in both formal and informal remuneration reviews across a diverse range of management positions up to and including CEO. We are also regularly engaged to conduct independent performance appraisals for senior executives. Another key service line is organisation structure analysis and advice. The nature of these complementary services to our primary recruitment business is such that details are often highly confidential. We can nonetheless provide contact details of clients who have utilised and derived value from these important services.

Over the life of the firm, Hender Consulting has provided remuneration and performance appraisal services to virtually every Council in SA along with a wide array of other public and private entities. Our Team's goal is to tailor a human resource solution that addresses both our clients' immediate and future permanent and contracting/temporary recruitment needs. We believe in dedicating our resources to developing long term partnerships based on an in depth understanding of your needs and through the provision of professional value added services. We offer our vast knowledge of candidates within the Adelaide market and with this reliability, responsiveness, transparency, and communication on the availability of quality resources. Whilst the organisation predominantly services clients whom have a presence in South Australia, it has both the capability and experience to undertake assignments in other States and Territories of Australia and overseas.

Notable senior appointments/recruitments (in reverse chronological order) facilitated by one or more members of this Team include:

CEO or equivalent roles

Nature Play SA	Chief Executive Officer (current)
COTA SA	Chief Executive (current)
Light Regional Council	Chief Executive Officer (current)
Veterinary Surgeons Board of South Australia	Registrar (current)
RSPCA SA	Chief Executive Officer
Maxima	Chief Executive Officer
Guildhouse	General Manager / CEO
Siblings Australia Inc.	Chief Executive (GM)
Architectural Practice Board of SA	Registrar
Endeavour College	Principal
Basketball SA	Chief Executive Officer
Racing SA	Chief Executive Officer
The Bend Motorsport Park	Chief Executive Officer
Benson Radiology	Chief Executive Officer
MS Society of SA & NT Inc.	Chief Executive Officer
Australian Grape and Wine Inc.	Chief Executive
Adelaide Symphony Orchestra	Chief Executive
Can:Do Group	Chief Executive Officer
Association of Independent Schools of South Australia	Chief Executive
SHINE SA	Chief Executive Officer
Palliative Care SA	Executive Officer
Lutheran Education SA, NT & WA	Executive Director (CEO)
St Peter' Collegiate Girls' School	Principal
Annesley Junior School	Principal
Nature Foundation	Chief Executive Officer
Sportsmed SA	Chief Executive Officer
Carers and Disability Link Inc	Chief Executive Officer
Boandik Incorporated	Chief Executive Officer
North Eastern Community Hospital	Chief Executive Officer
Central Adelaide Waste and Recycling Authority	Chief Executive Officer
Saint Ignatius' College	Principal (current)
City of Tea Tree Gully	Chief Executive Officer
Barossa Village	Chief Executive Officer
Bedford Group	Chief Executive

StudyAdelaide	Chief Executive
Habitat for Humanity	Executive Officer
Frisk	Chief Executive Officer
CCW Co-operative Limited	Chief Executive Officer
HomeStart Finance	Chief Executive Officer
LHI Retirement Services	Chief Executive Officer
Dr Jones & Partners	Chief Executive Officer
HILT CRC	Chief Executive Officer
Blackfriars Priory School	Principal
JusticeNet SA	Chief Executive
Almond Board of Australia	Chief Executive Officer
Adelaide PHN	Chief Executive Officer
Scouts SA	Chief Executive Officer
UnitingSA	Chief Executive Officer
Uniting Country SA	Chief Executive
Cohen Group	Chief Executive Officer
Courts Administration Authority	State Courts Administrator (Chief Executive)
Access 2 Place Housing	Chief Executive Officer
Construction Industry Training Board	Chief Executive
HomePlace Living Supports	Chief Executive Officer
Centacare Catholic Family Services	Director (CEO)
YourPlace Housing Ltd	Chief Executive Officer
Lighthouse Disability	Chief Executive Officer
Cochrane's	Chief Executive Officer
Department of Human Services	Chief Executive
Beaumont Tiles	Chief Executive Officer
Holiday Explorers	Executive Officer
Scouts SA	Chief Commissioner
Resthaven Incorporated	Chief Executive Officer
Credit Union SA	Chief Executive Officer
Fairmont Group	Chief Executive Officer
Estates Development Co. (1948) Pty Ltd	Chief Executive Officer
Coorong District Council	Chief Executive Officer
St Dominic's Priory College	Principal
St John Ambulance Australia SA	Chief Executive Officer
Pulteney Grammar School	Principal
Mitolo Wines	General Manager
Australian Dental Association SA	Chief Executive Officer
Teachers Registration Board of South Australia	Registrar (CEO)
St Mark's College	Head of College
St Ann's College	Principal (CEO)
Mellor Olsson Lawyers	Chief Executive Officer
Pedare Christian College	Principal
Minda Incorporated	Chief Executive Officer
District Council of Elliston	Chief Executive Officer
Pedare Christian College	Principal
South Australian Housing Authority	Chief Executive
Suneden Specialist School	Principal
Helping Hand	Chief Executive Officer
King's Baptist Grammar School	Principal
ACH Group	Chief Executive Officer
Department for Environment and Water	Chief Executive
State Library of South Australia	Director
Schild Estate	Chief Executive Officer
Latrobe Health Services	Chief Executive Officer
Glensg Golf Club	General Manager
Dairysafe	Chief Executive Officer
Arthritis SA	Chief Executive Officer
Berri Barmera Council	Chief Executive Officer
District Council of Loxton Waikerie	Chief Executive Officer
District Council of Grant	Chief Executive Officer
Barkuma Inc	Chief Executive Officer
Carrington Cottages	General Manager
SATAC	Chief Executive Officer
SIDS and Kids	Chief Executive Officer
Basketball SA	Chief Executive Officer
CCW Co-operative Ltd	Chief Executive Officer
Cohen Group	Chief Executive Officer
Wolf Blass Foundation Inc	Executive Manager – Wolf Blass Gallery & Museum
Tynte Flowers	Chief Executive Officer
Police Health	Chief Executive Officer
City of Victor Harbor	Chief Executive Officer
City of Port Lincoln	Chief Executive Officer
Pineview Village	Executive Officer
LHI Retirement Services	Chief Executive Officer

HAMB Systems Limited	Chief Executive Officer (twice)
Saint Ignatius' College	Principal
Woodcroft College	Principal
Leaders Institute of South Australia	Strategic Leader
Southern Cross Care	Chief Executive Officer
Barossa Village Inc	Chief Executive Officer (twice)
St John's Grammar School	Principal
Guildhouse	Executive Director
Department for Education & Child Development	Principal, Adelaide Botanic High
Department for Education & Child Development	Principal, Australian Science & Mathematics School
Alwyndor	General Manager
Alexandrina Council	Chief Executive Officer
Glennelg Golf Club	General Manager
TechInSA	Chief Executive Officer
St John Ambulance Service	Chief Executive Officer (twice)
RSPCA (SA)	Chief Executive
Leading Aged Care Services SA	State Manager
Fertility SA	CEO
Heart Foundation	Interim CEO
Annesley Junior School	Principal
Queen Adelaide Club	General Manager
Kain Lawyers	General Manager
Water Research Australia	Chief Executive (multiple)
Westminster School	Principal
Blackfriars Priory School	Principal
South Australian Chamber of Mines and Energy	Chief Executive Officer
Aged Care Industry Association	Chief Executive Officer
Regional Development Australia – Limestone Coast	Chief Executive Officer
Wakefield Regional Council	Chief Executive Officer
Dairy Authority of South Australia	Chief Executive
Community Business Bureau	Chief Executive Officer
University Senior College	Principal
Benson Radiology	Chief Executive Officer
Council Solutions	Chief Executive Officer
Aged & Community Services SA	Divisional Chief Executive Officer
Aged Rights Advocacy Society	Chief Executive Officer
Structural Group	General Manager
Vinehealth Australia	Chief Executive Officer
Cleanseas Tuna	Managing Director
City of Charles Sturt	Chief Executive Officer
Harvest Christian School	Principal
St Columba	Principal
Arts SA	Executive Director
Department for Education & Child Development	Executive Director, Learning & Performance Improvement
City of Port Adelaide Enfield	Chief Executive
ECH Inc	Chief Executive
United Way SA	Chief Executive Officer
Australian Dental Association, SA	Chief Executive Officer
Adelaide Showground Farmers Market	General Manager
Department of Environment, Water and Natural Resources	Chief Executive
Mt Lawley Golf Club	General Manager
Australian Grape & Wine Authority	Chief Executive
Clelands Lawyers	Practice Manager
Renewal SA	Chief Executive
Kooyonga Golf Club	General Manager
Ninti One Ltd	Managing Director
Nature Play SA	Chief Executive
ElectraNet SA	Chief Executive
Motor Trade Association	Chief Executive
Teachers Registration Board of SA	Chief Executive/Registrar
Legacy	Chief Executive (2 times)
Inclusive Directions	Chief Executive
Waltja	Chief Executive
The Architectural Practice Board of South Australia	Registrar
Courts Administration Authority of SA	Chief Executive
Council Solutions	Chief Executive
Pulteney Grammar School	Principal (3 times over 12 years)
City of Tea Tree Gully	Chief Executive
Adelaide Symphony Orchestra	Chief Executive (3 times over 12 years)
Regional Development Australia – Whyalla and Eyre Peninsula	Chief Executive
City of Port Lincoln	Chief Executive
Australian Institute of Company Directors of SA Inc	State Manager SA/NT
Electronics Industry Association Ltd	Executive Director
South Australian Museum	Director/CEO (2 times)
Royal Society for the Blind SA	Chief Executive

Catherine House
Community Support Inc
Insurance and Membership Services
Data Action
Adelaide University Union
Grape & Wine Research and Development Corporation
AnglicareSA
COTA SA
Northern Areas Council
Taxi Council SA
Rural City of Murray Bridge
MADEC
Credit Union SA
Adelaide Festival
Securatrak
Walford Anglican Girls' School
Seven Hill Winery
The Barossa Community Co-op
State Opera of SA
Essential Services Commission of SA
Uniting Church in Australia
Royal Flying Doctor Service
Barossa Enterprises
City of Salisbury
Schild Estate Wines
District Council of Tumby Bay
SA Water
St Andrew's School
Annesley College
Ausco Modular
District Council of Streaky Bay
District Council of Barunga West
Barkuma Inc
Leveda Inc
Adelaide Shores
WorkCover SA
District Council of Cleve
EMA Consulting
Australian Festival for Young People
Trinity College
Multiple Sclerosis Society of SA & NT
South Australian Cricket Association
Eldercare Inc
Adelaide Central Market Authority
Mullins Wheels Pty Ltd
Creeks Pipeline Company
Aboriginal Foundation of SA
Australian Centre for Social Innovation
GP Partners
Port Adelaide Football Club
Trees for Life
Civil Contractors Federation SA
Homestart Finance
Pedare College
City of Holdfast Bay
District Council of Cleve
Northern Adelaide and Medicare Local
District Council of Coober Pedy
Town of Walkerville
City of Mitcham
Royal Agricultural & Horticultural Society
Seniors Information Service
Stirling District Hospital
Adelaide Film Festival
Unibooks
Adelaide Festival Centre
Northern Adelaide Manufacturing Industry Group
Naval, Military & Naval Club of SA
Hills Christian Community School
Bremerton Wines
Special Olympics SA
Pendelton Estate
Royal District Nursing Service
Real Estate Institute of SA
Town of Gawler

Chief Executive
Chief Executive Officer
Chief Executive Officer
Chief Executive
General Manager (multiple)
Chief Executive (4 times over 12 years)
Chief Executive
Chief Executive
Chief Executive Officer
Chief Executive Officer
Chief Executive (2 times)
Chief Executive
Chief Executive
General Manager
Principal
General Manager
Chief Executive
Chief Executive
Chief Executive
CEO / General Secretary
Chief Operating Officer
Chief Executive Officer
Chief Executive
General Manager
Chief Executive
Chief Executive
Principal (2 times)
Principal (3 times)
SA General Manager
Chief Executive Officer
Chief Executive Officer
Chief Executive Officer
Chief Executive Officer
Chief Executive (2 times)
Chief Executive (2 times)
Chief Executive (2 times)
General Manager (2 times)
General Manager
Principal
Chief Executive Officer
Chief Executive
Chief Executive Officer
Chief Executive Officer
Chief Executive Officer
Chief Executive Officer
General Manager
Chief Executive
Chief Executive
Chief Executive Officer
Chief Operating Officer
Chief Executive Officer
Chief Executive Officer
Chief Executive Officer
Principal (3 times)
Chief Executive
Chief Executive Officer
Chief Executive Officer
Chief Executive Officer
Chief Executive
Chief Executive
Chief Executive
Chief Operating Officer
Chief Executive Officer
Chief Executive Officer
Director / Chief Executive Officer
Chief Executive
Chief Executive
General Manager
General Manager
Principal
Chief Executive
State Manager
General Manager
Chief Executive
Chief Executive (2 times)
Chief Executive

Johnson Winter & Slattery	General Manager
Eynesbury College	Principal
St John's Grammar School	Principal
Scouts SA	Chief Commissioner
South Australian Tourism Commission	Chief Executive
Flinders Partners	Chief Executive
Legacy Club of Adelaide	Chief Executive Officer (2 times)
City of Unley	Chief Executive (2 times)
Adelaide City Council	Chief Executive (4 times)
St George College	Principal
The Adelaide Club	General Manager
Port Adelaide Football Club	Chief Executive Officer
Fisher Jeffries	General Manager
Johnson Winter & Slattery	General Manager
CARA	Chief Executive Officer
AMA (SA) Inc	Chief Executive Officer
Minda Inc	Chief Executive Officer
SCOSA	Chief Executive Officer
Royal Zoological Society of SA Inc	Chief Executive
Adelaide Festival Centre	Chief Executive Officer
Cando4Kids	Chief Executive Officer
Guide Dogs Association of SA & NT	Chief Executive Officer
District Council of Mallala	Chief Executive Officer
Olympic Industries	Chief Executive Officer / General Manager
National Jet Systems	Chief Financial Officer
Thoroughbred Racing SA	Chief Executive Officer
ITEK Pty Ltd	Chief Executive Officer
General Practice SA Inc	Chief Executive Officer
SA Health & Community Services	Chief Executive Officer
Barossa Council	Chief Executive
Whyalla City Council	Chief Executive
Carclaw	Director / Chief Executive Officer
Finlaysons	Chief Executive Officer
Adelaide Central & Eastern Division of General Practice	Chief Executive Officer
Police Credit Union	Chief Executive Officer
South Australian Chamber of Mines & Energy	Chief Executive Officer
Built Environs	Chief Executive
Le Messurier Timber Co	Chief Executive Officer
Trees for Life	Chief Executive Officer
Elders Rural Bank Ltd	Chief Financial Officer & Company Secretary
Petratherm Ltd	Managing Director
Adelaide Central & Eastern Division of General Practice	Chief Executive Officer
Wine Grape Growers' Australia Inc	Executive Director
Adelaide Fringe	Fringe Director
District Council of Yorke Peninsula	Chief Executive Officer
Arts SA	Director, Art Gallery of SA
Naracoorte Health Service Inc	Chief Executive Officer
Thomson Playford	Chief Executive
Autism Association of SA Inc	Chief Executive
Orana Inc	Chief Executive Officer
Lynch Meyer Lawyers	Chief Executive
YHA of SA	Chief Executive
South Australian Tourism Commission	Chief Executive – World Police & Fire Games
Adelaide Cemeteries Authority	Chief Executive Officer
Community Access Services	Chief Executive Officer
Alice Springs Town Council	Chief Executive Officer
Tatiara District Council	Chief Executive Officer
Office of Public Employment	Chief Executive
Royal Zoological Society of SA Inc	Chief Executive
Land Management Corporation	Chief Executive
City of Prospect	Chief Executive Officer
City of Burnside	Chief Executive Officer
Eastern Eyre Health & Aged Care Inc	Chief Executive Officer
Royal South Australian Deaf Society Inc	Chief Executive Officer
Repatriation General Hospital	Chief Executive Officer
Naracoorte Lucindale Council	Chief Executive Officer
Austraining International Pty Ltd	Chief Executive Officer
Prince Alfred College	Principal
Port Adelaide Magpies	Chief Executive
St Peter's College	Head (Principal)
ARA Jobs	Chief Executive
Kelly & Co Lawyers	Chief Executive
Eastwaste	Chief Executive
District Council of Mt Barker	Chief Executive Officer
Aged Care & Community Services SA & NT	Chief Executive Officer

Minter Ellison
 SA Harness Racing Authority
 SA Greyhound Racing Authority
 Adelaide Hills Council
 District Council of Naracoorte
 City of Happy Valley & Noarlunga

Chief Executive Officer
 Chief Executive
 Chief Executive Officer
 Chief Executive Officer
 Chief Executive Officer
 Chief Executive Officer

Other notable C-suite, General Manager and Manager recruitments (second and third tier roles)

Renewal SA
 Resthaven Incorporated
 Resthaven Incorporated
 South Australia Police
 Elderton Wines Pty Ltd
 Levett Engineering
 Ninti One Ltd
 Taylors Wines Pty Ltd
 Department of the Premier and Cabinet
 Department of the Premier and Cabinet
 Guide Dogs Association of SA & NT
 Trinity College
 Fairmont Group
 The Australian Centre for Social Innovation Inc
 Guide Dogs SA/NT
 HenderCare
 Credit Union SA
 Australian Naval Infrastructure
 Nature Foundation
 Resthaven Incorporated
 City of Salisbury
 Patties Foods
 Australian Gas Infrastructure Group
 Australian Gas Infrastructure Group
 Lucas Total Contract Solutions
 Scouts SA
 Barossa Village Inc
 Unity College
 Australian Gas Infrastructure Group
 Motor Trade Association of SA/NT
 ReturnToWorkSA
 Minda Incorporated
 Patties Foods Pty Ltd
 Flinders University
 Maxima
 SAHMRI
 SAHMRI
 SACE Board of South Australia
 Villawood Properties
 South Australian Tertiary Admissions Centre (SATAC)
 Whittles Group
 Adelaide Symphony Orchestra
 PIRSA
 Saint Ignatius' College
 Australian Gas Infrastructure Group
 Lutheran Homes Group
 Lutheran Homes Group
 Welding Industries of Australia
 Adelaide Plastic Surgery
 Marand Precision Engineering Pty Ltd
 Menz Confectionery
 Autism SA
 Motor Trade Association of SA/NT
 HenderCare
 Nature Foundation
 ReturnToWorkSA
 Estates Development Co. (1948) Pty Ltd
 Bedford Group
 Bedford Group
 Campbelltown City Council
 Skylight Mental Health
 Lutheran Homes Group
 Lutheran Homes Group
 Trice
 Pedare Christian College

Director, People and Culture (current)
 Nurse Practitioner (current)
 Senior Manager Residential Services (current)
 Director Information Security (current)
 Financial Controller (current)
 Quality Manager (current)
 General Manager Training (current)
 Operations Manager (current)
 Director, Office for Autism (current)
 Principal Community Engagement Officer, Office for Autism (current)
 Fundraising Manager (current)
 Director of People and Culture (current)
 Senior Management Accountant
 Chief Operating Officer (current)
 Fundraising Manager (current)
 General Manager Aged Care (current)
 Chief Financial Officer (current)
 Director Major Projects (current)
 Marketing & Communications Coordinator
 Executive Manager Community Services (current)
 Manager Strategic Procurement (current)
 Manufacturing Manager (current)
 P&C Systems and Services Business Partner (current)
 Senior Compliance Advisor (current)
 Chief Financial Officer
 Head of Commercial
 Home Care Manager (current)
 Head of People, Culture & Community
 Workforce Analyst
 People and Culture Manager
 Customer Experience Lead
 Executive Director, Infrastructure and Services
 Finance Operations Manager
 General Counsel & University Secretary (current)
 Executive Manager Marketing & Communications
 Head of Finance
 Financial Controller (current)
 Team Leader, Exam Management
 Assistant Development Manager
 General Manager, Customer Engagement & Success
 Manager People & Culture
 Manager, People and Culture
 Cross Border Commissioner
 Head of Co-curricular
 Head of Group Tax
 Chief Financial Officer & Company Secretary
 Executive Manager People & Culture
 General Manager Oceania Region
 Executive General Manager
 Quality Manager
 Chief Financial Officer
 Executive Manager, Corporate Services
 General Manger
 Head of ICT
 Science & Conservation Program Manager
 Manager Premium Services – Insurance
 Senior Property Manager
 Chief Financial Officer
 Chief Marketing Officer
 General Manager – Corporate Services
 Finance Manager
 Retirement Living Manager
 Head of Home Care
 Business & Finance Manager
 ICT Manager

Demant Australia Pty Ltd
 San Remo
 SACE Board of South Australia
 Police Health
 Resthaven Incorporated
 UnitingSA
 Flinders University
 Flinders University
 Good News Lutheran College
 Good News Lutheran College
 Australian Gas Infrastructure Group
 sportsmed SA
 Parkstone Funds Management Pty Ltd
 SAHMRI
 Resthaven Incorporated
 Mellor Olsson Lawyers
 Adelaide Symphony Orchestra
 Australian Gas Infrastructure Group
 University of South Australia
 South Australian Tourism Commission
 Office of the National Rail Safety Regulator
 The Barossa Council
 Australian Gas Infrastructure Group
 Adelaide Hills Council
 HenderCare
 Vine Inn Barossa Community Hotel
 St Peter's Collegiate Girls' School
 Ninti One
 MCC Australia
 Fairmont Group
 Autism SA
 Mount Barker District Council
 UnitingSA
 Department for Environment and Water
 MGA Whittles Group
 Beach Energy Limited
 Mobo Group
 Resthaven Incorporated
 National Wine Centre
 Saint Ignatius' College
 Rural Doctors Workforce Agency
 Burnside War Memorial Hospital
 Bene Aged Care
 Bene Aged Care
 TAFE SA
 TAFE SA
 Australian Institute of Company Directors
 City of Salisbury
 ADX Depot Pty Ltd
 HILT CRC
 Julia Farr Association
 Ninti One
 Skylight Mental Health
 Ninti One
 Australian Gas Infrastructure Group
 City of Salisbury
 City of Salisbury
 SACE Board of South Australia
 SACE Board of South Australia
 North Eastern Community Hospital
 Barossa Council
 Attorney-General's Department
 Cavpower Pty Ltd
 Cavpower Pty Ltd
 HomeStart Finance
 Resthaven Incorporated
 Resthaven Incorporated
 Resthaven Incorporated
 Resthaven Incorporated
 Resthaven Incorporated
 SACE Board of South Australia
 SACE Board of South Australia
 Villawood Properties
 Serafino Wines
 ACH Group

People & Culture Director, ANZ
 Senior Finance Role
 Director, SACE International
 Business Intelligence Lead
 Senior Manager Community Services
 Senior Manager, Quality and Great Client Experience
 Director Flinders University Academy
 Senior Manager, International Recruitment (current)
 IB Middle Years Programme Coordinator
 Head of Senior Years
 Head of People and Culture (current)
 Director – People & Culture
 Retail Property Asset Manager
 Senior Financial Planning and Reporting Analyst
 Manager Residential Services – Resthaven Mitcham
 Senior Accountant
 Corporate Services Manager
 Head of Corporate Affairs
 Chief Financial Officer
 General Manager, Commercial Sales
 Executive Director Corporate
 Director Works and Engineering Services
 Chief Information Officer
 Director Development and Regulatory Services
 General Manager – Disability
 General Manager
 Director of Teaching & Learning
 Project Manager
 HR Information Systems Professional
 Chief Financial Officer
 People and Culture Manager
 Head of Wastewater
 Chief People & Quality Officer
 General Manager – Alinytjara Wilurara Landscape Board
 Chief Financial Officer
 Head of Human Resources
 Head of Packaging Operations
 Manager Residential Services – Westbourne Park
 General Manager
 People & Culture Manager
 Director, Planning
 Director People & Culture
 Manager, People and Performance
 Chief Financial Officer
 Director Corporate Governance & Assurance
 Director Procurement & Contract Management
 State Manager SA
 Manager Community Participation & Partnerships
 Chief Financial Officer
 Chief Operating Officer/Chief Financial Officer
 Strategy Leader
 Marketing and Growth Coordinator
 Finance Manager
 General Manager, Business Development
 Communications Advisor
 Manager Economic Development and Urban Policy
 Manager People and Culture
 Education Consultant
 Education Innovation – Project Officer
 Aged Care Director
 Manager Development Services
 Executive Director – Projects and Technology
 SHEQ Manager
 Service Operations Centre Manager
 Chief Financial Officer
 Manager Community Services – Marion and Inner Southern Suburbs
 Manager Community Services – Woodville and Western Suburbs
 Manager Community Services – Paradise and Eastern Suburbs
 Manager Residential Services – Bellevue Heights
 Manager Work Health Safety and Injury Management
 Director, Education Services
 Faculty Manager
 Project Finance Manager
 Chief Winemaker
 Chief Financial Officer

Australian Gas Infrastructure Group
 Attorney-General's Department
 Mount Barker District Council
 Blackfriars Priory School
 Blackfriars Priory School
 sportsmed SA
 Aerotech Group
 Police Health
 Australian Gas Infrastructure Group
 The Barossa Co-op
 Pilgrim Uniting Church
 Barossa Council
 Lighthouse Disability
 Resthaven Incorporated
 Burnside War Memorial Hospital
 DisAbility Living
 UnitingSA
 ReturnToWorkSA
 Eldercare Inc
 Marand Precision Engineering Pty Ltd
 Hunts Fuel
 sportsmed SA
 West Beach Parks
 City of Salisbury
 Dr Jones & Partners
 Resthaven Incorporated
 Bedford Group
 Police Health
 City of Salisbury
 Detmold Group
 Rivergum Group
 HenderCare
 Australian Naval Infrastructure
 Australian Naval Infrastructure
 sportsmed SA
 Kain Lawyers
 MADEC Australia
 Cavpower Pty Ltd
 Credit Union SA
 Beaumont Tiles
 Cavpower Pty Ltd
 City of Salisbury
 City of Salisbury
 Mount Barker District Council
 Metro Homes SA
 Rural Doctors Workforce Agency
 Rural Doctors Workforce Agency
 Rural Doctors Workforce Agency
 Rural Doctors Workforce Agency
 Better Medical
 Better Medical
 Johnston Grocke
 St Ann's College
 Better Medical
 Better Medical
 The University of Adelaide
 Polyaire Pty Ltd
 Maxima
 Estates Development Co. (1948) Pty Ltd
 Estates Development Co. (1948) Pty Ltd
 Maxima
 Maxima
 Credit Union SA
 Estates Development Co. (1948) Pty Ltd
 Bedford Group
 Bedford Group
 Department for Energy and Mining
 City of Salisbury
 Lighthouse Disability
 Lighthouse Disability
 Motor Trade Association of SA/NT
 Motor Trade Association of SA/NT
 Motor Trade Association of SA/NT
 Australian Naval Infrastructure
 Pilgrim Uniting Church

Senior Strategy Advisor
 Crown Solicitor
 Manager Financial Services
 Deputy Principal Secondary
 Head of Primary
 Director – People & Culture
 Finance Coordinator
 Financial Controller
 Head of Compliance
 HR Generalist
 Communications and Media Coordinator
 Manager Enterprise Technology and Innovation
 General Manager – Client Wellbeing
 Senior Manager People & Culture
 Director Finance and Corporate Services
 General Manager People and Culture
 Chief Financial Officer
 Executive Leader Regulation
 General Manager Residential Care
 General Manager
 Accountant
 Business Manager – Orthopaedic Practice
 General Manager Corporate Services
 Director Business Transformation
 General Manager People & Culture
 Senior Manager Residential Services
 General Manager Operations
 Brand and Communications Specialist
 General Manager City Development
 Chief Financial Officer
 General Manager – Homes
 ICT Manager
 Security Operations Manager
 Facilities Electrical Engineer (current)
 Business Improvement Manager
 Finance Manager
 Chief Operations Officer – Labour Hire
 Chief Financial Officer
 Finance Manager
 National Manager – People & Culture
 Marketing Manager
 Manager Governance
 General Manager Community Development
 Manager Infrastructure Maintenance & Operations
 Land Development Manager
 Grants Program Manager
 Senior Recruitment Consultant
 Outreach Business Manager
 Director Outreach Programs
 Mergers and Acquisitions Manager
 Business and Data Analyst
 Corporate Services Manager
 Dean
 National Property and Procurement Manager
 General Counsel
 Chief Financial Officer
 Business Systems & Intelligence Manager
 General Manager, IT & Risk
 Property Manager
 Assistant Project Manager
 Chief Financial Officer
 National Manager Marketing Strategy
 Chief People & Strategy Officer
 Senior Finance Role
 Executive Manager People, Communications, Strategy & Quality
 Manager Business Analysis & Improvement
 Director, Information Management Strategy and Delivery
 Manager Strategic Development Projects
 General Manager – Client Wellbeing
 Manager People and Culture
 Automotive Training and Capability Manager
 Customer Services Manager
 General Manager, Automotive Skills Development
 Facilities Electrical Engineer
 Business Manager

Buddy Technologies Ltd
 Police Health
 Concordia College
 Haircare Australia
 A Noble & Son Ltd
 Resthaven Incorporated
 Ninti One
 Hames Sharley
 Legend Corporation
 ICS Service Solutions
 Department for Environment and Water
 South Australian Film Corporation
 Office for Recreation, Sport and Racing
 SmartSat CRC
 SmartSat CRC
 South Australian Housing Authority
 South Australian Housing Authority
 South Australian Housing Authority
 South Australian Housing Authority
 Dr Jones & Partners
 Australian Naval Infrastructure
 Department of Human Services
 Aerotech Group
 Qualia Wines
 Motor Trade Association of South Australia
 Pulteney Grammar School
 Resthaven Incorporated
 Good News Lutheran College
 Trinity College
 Association of Independent Schools of South Australia
 Association of Independent Schools of South Australia
 HenderCare
 Polyaire Pty Ltd
 Australian Naval Infrastructure
 Regional Development Australia Yorke and Mid North
 Kain Lawyers
 City of Salisbury
 City of Salisbury
 SACE Board of South Australia
 Landscape South Australia
 Pulse Anaesthetics
 ReturnToWorkSA
 MASTEC Australia
 Resthaven Incorporated
 Department for Environment and Water
 Good News Lutheran College
 Good News Lutheran College
 Police Health
 UniSA Ventures
 HMPS Pty Ltd
 Craniofacial Australia
 Tutti Arts
 Adelaide Symphony Orchestra
 The Barossa Co-op
 Pulteney Grammar School
 Investigator College
 Mary MacKillop College
 Australian Gas Infrastructure Group
 Sportsmed SA
 Status
 Status
 Dr Jones & Partners
 Department of Treasury and Finance
 St Peter's Girls' School
 PMB Defence
 Maxima
 Minda Incorporated
 360Private
 Veterans SA
 Clarke Energy
 Community Business Bureau
 Essential Services Commission of South Australia
 Advanced Anaesthetics Adelaide
 HenderCare
 Mount Barker District Council

Financial Controller
 Product Manager
 Manager – Administration Operations
 General Manager – Sales & Marketing
 Supply Chain Manager
 Senior People & Culture Manager
 Program Manager NBPU TIS
 Chief Financial Officer
 Electronic Design Engineer
 General Manager Business Growth
 Director, Communications and Engagement
 Chief Operating Officer
 Director, Infrastructure and Planning
 Chief Research Officer
 Research Program Manager (two positions)
 Manager Affordable Housing
 Land Development Manager
 Executive Director, Customers and Services
 Director, Capital Programs
 Chief Financial Officer
 Project Manager Operations
 Executive Director, Performance and People
 Generalist
 National Sales Manager
 CRM Specialist
 Head of Senior School
 Executive Manager, Strategy & Governance
 Head of Junior Years
 Principal Trinity College Senior
 Head of Educational Services
 Specialist Policy & Compliance Consultant
 Chief Financial Officer
 ICT Manager
 Precinct Maintenance Manager
 Business and Strategy Manager
 Chief Operating Officer
 Internal Auditor & Risk Coordinator
 Manager, Strategic Procurement
 Chief Financial Officer
 General Manager – Landscape Board (multiple positions)
 HR/Corporate Manager
 Chief Operating Officer – Insurance
 Financial Controller
 Executive Manager, People and Culture
 General Manager, Cleland Wildlife Park
 Deputy Principal – Academic
 Head of People & Culture
 Product Manager
 Commercial Manager
 Financial Controller
 Corporate Manager
 General Manager
 Manager, Donor Relations
 Business Leader – Lifestyle Division
 Business Director
 Business Manager
 Deputy Principal
 Senior Tax Professional
 Perioperative Manager
 Operations Manager: Disability Employment Services
 Operations Manager: jobactive
 Key Senior Leadership Position
 Director, Information and Technology
 Director – ICLT
 Human Resources Manager
 Manager Recruitment Services
 Senior Manager, Special Projects
 Chief Operating / Financial Officer
 Director
 IT Support Analyst
 Marketing Business Consultant
 Senior Compliance and Investigations Officer
 Practice Manager
 People & Culture Manager
 Commercial Manager – Wastewater

Credit Union SA
 Ninti One
 Kain Lawyers
 Minda Incorporated
 Minda Incorporated
 Minda Incorporated
 Maxima
 STARplex at Trinity College
 Scouts SA
 Data Action
 Flinders University
 Flinders University
 Flinders University
 ZED Management Consulting
 Resthaven Incorporated
 Motor Trade Association of South Australia
 Motor Trade Association of South Australia
 Australian Naval Infrastructure
 Australian Naval Infrastructure
 Australian Gas Infrastructure Group
 Resthaven Incorporated
 Resthaven Incorporated
 HenderCare Foundation
 Ninti One
 Adelaide Symphony Orchestra
 Barossa Village Inc
 Essential Services Commission of South Australia
 The Co-op Heart of the Barossa
 ACH Group
 ACH Group
 City of Unley
 South Australian Housing Authority
 South Australian Housing Authority
 SEA Gas
 SEA Gas
 SEA Gas
 Flinders University
 SAHMRI
 Minda
 Ultra Electronics Australia
 Saint Ignatius' College
 Essential Services Commission of South Australia
 Essential Services Commission of South Australia
 Women's Safety Services SA
 Women's Safety Services SA
 Women's Safety Services SA
 Women's Safety Services SA
 Minda
 Camp Quality
 Department for Environment and Water
 Department for Environment and Water
 Ultra Electronics Australia
 La Casa Del Formaggio
 Stair Lock
 Resthaven Incorporated
 South Australian Tourism Commission
 Resthaven Incorporated
 Resthaven Incorporated
 Centennial Park
 Minda
 Sight For All
 Pedare Christian College
 Pearce & Co (Sweat)
 Ninti One
 Scouts SA
 Credit Union SA
 The Co-op Heart of the Barossa
 West Beach Parks
 sonnen Australia
 sonnen Australia
 sonnen Australia
 Wilderness School
 Latrobe Health Services
 Ninti One
 Resthaven Incorporated

Performance Manager – Sales
 Business Development Manager
 General Manager – Corporate Services
 Executive Manager – Commercial Enterprises
 Senior Manager – Supported Independent Living
 Executive Manager – Customer Services
 National Business Leader
 General Manager STARplex
 Senior Finance Officer
 Head of Strategy & Portfolio Management
 Strategic Project Director
 Associate Director, Capital Development
 Principal Project Manager
 General Manager
 Senior Manager ICT
 General Manager – Member Solutions
 Manager Industry & Government Engagement
 Contracts Manager
 Safety, Compliance and Security Manager
 Senior Treasury Role
 Senior Manager Community Services
 Manager Residential Services – Resthaven Port Elliot
 Children Services Business Development Manager
 Project Officer – National Best Practice Unit, Tackling Indigenous Smoking
 Senior Manager, Development
 General Manager – Delivery
 Senior Economist
 Fresh Foodland Store Manager
 General Manager Customer Experience & Growth
 Chief Financial Officer
 Manager Development & Regulatory
 Executive Director, Customers & Services
 Director, Economic Development & Tourism
 Senior Project Manager (Electrical)
 Process Engineer
 Senior Facilities Manager
 Procurement Category Manager
 Chief Financial Officer
 Chief Financial Officer
 Commercial Manager
 People & Culture Manager
 Manager, Performance Analytics and Reporting
 Licensing and Compliance Officer
 General Manager Corporate Services
 People and Culture Advisor
 People and Culture Officer
 Wellbeing, Health and Safety Officer
 Corporate Secretary
 Partnerships Manager (SA)
 Director, Water Infrastructure and Operations
 Executive Director, Environment, Heritage and Sustainability
 People, Culture and Safety Manager
 Human Resources Manager
 Accountant
 Manager Resthaven Paradise and Eastern Community Services
 Sponsorship Manager
 Manager Residential Services – Craigmore
 Manager Residential Services – Mount Gambier
 ICT Officer
 Chief Operating Officer
 Marketing Manager
 Business Manager
 Head of PR
 Project Officer, Stronger Communities for Children
 Finance Business Partner
 New Manager Roles
 Merchandise Manager
 General Manager Corporate Services
 Program Manager
 Senior Accountant
 Procurement Manager
 Human Resources Manager
 Chief Information Officer
 Project Coordinator
 Senior Manager Community Services

SATAC
 SEA Gas
 South Australian Housing Authority
 Community Business Bureau
 Ninti One
 South Australian Tourism Commission
 South Australian Tourism Commission
 sonnen Australia
 Ninti One
 The University of Adelaide
 Fertility SA
 ECH Inc.
 Resthaven
 Rural Doctors Workforce Agency
 City of Adelaide
 Ninti One
 Elders Limited
 Glenelg Golf Club
 Hames Sharley
 Glenelg Golf Club
 La Casa Del Formaggio
 Resthaven Incorporated
 The Co-op Heart of the Barossa
 Rural Doctors Workforce Agency
 Rural Doctors Workforce Agency
 SEA Gas
 Nobles
 Essential Services Commission of South Australia
 sonnen Australia
 sonnen Australia
 sonnen Australia
 sonnen Australia
 sonnen Australia
 My Plan Manager
 Hames Sharley
 Resthaven Incorporated
 Benson Radiology
 The Co-op Heart of the Barossa
 Ninti One
 Clarke Energy
 Rural Doctors Workforce Agency
 Ninti One
 City of Salisbury
 St Ignatius' College
 Blackfriars Priory School
 Adelaide Symphony Orchestra
 Peregrine Corporation
 Flinders University
 Southern Cross Care
 Nobles
 Resthaven Incorporated
 Ninti One
 City of Mitcham
 Glenunga International High School
 Access 2 Place
 Gapsted Wines
 Ninti One
 Australian Naval Infrastructure
 Mayne Pharma
 RAA
 Adelaide Symphony Orchestra
 Bedford Group
 Dentistry on Unley
 Seeley International
 AnglicareSA
 Beyond Bank
 Ninti One
 Access 2 Place
 Department for Education
 Australian Rail Track Corporation
 Department for Education
 Eldercare Inc
 Eldercare Inc
 Eldercare Inc
 Taylors Wines

Corporate Services Manager
 Senior HSE Role
 Executive Director, People & Safety
 Business Consultant
 Administration Officer
 Contracts & Procurement Manager
 General Manager, Commercial Sales
 Sales Leader – Call Centre
 PA to the Managing Director
 Manager, Strategic Procurement
 Clinic Practice Manager
 Manager, People and Culture
 Senior Manager Residential Services
 Outreach Regional Services Coordinator
 Associate Director Public Realm
 Finance & Administration Assistant
 Executive Assistant to the CEO
 Clubhouse Operations Manager
 Chief People Officer
 Finance & Administration Manager
 Chief Operating Officer
 Executive Manager Governance and Corporate Services
 Chief Financial Officer
 GP Support and Services Manager
 Recruitment Officer
 Systems Controller
 General Manager Sales and Customer Service
 Manager Economics
 IT Manager
 Head of People & Culture
 Head of Finance & Accounting
 Manufacturing Manager
 Manager – Call Centre
 ICT Manager
 Executive Assistant (multiple times)
 Executive Manager People & Culture
 General Manager People & Culture
 Human Resources Manager
 Business Development Coordinator
 Regional Sales Manager WA/NT
 Workforce Support Services Manager
 Senior Project Officer, National Best Practice Unit TIS
 General Manager City Infrastructure
 Advancement Manager
 Deputy Principal (Secondary)
 Manager, People & Culture
 Head of People
 Principal Facilities Contracts Manager
 General Manager Human Resources
 General Manager People & Culture
 Manager Workforce Development
 Support Officer, National Best Practice Unit TIS
 General Manager
 Director of Studies (twice)
 Quality Assurance Officer
 National Sales Manager
 Project Officer – Stronger Communities for Children
 Senior Business Analyst
 Head of Manufacturing
 Group Manager, Financial Services
 Senior Accountant
 Chief Operating Officer
 Practice Manager
 Digital Marketing Manager
 Senior Treasury Analyst
 Chief Information Officer
 Project Manager – Stronger Communities for Children
 Tenant Engagement Coordinator
 Director, Primary Learners
 General Manager Financial Services
 Executive Manager, International Business
 Consumer Engagement Coordinator
 Clinical Care Consultant
 General Manager, Residential Care
 Operations Manager

Discovery Parks
 Resthaven Incorporated
 Uniting SA
 Ninti One
 Ninti One
 UnitingSA
 Clelands Lawyers
 Centacare Catholic Family Services
 The Royal Institution of Australia
 Ninti One
 Thomson Geer Lawyers
 Clean Seas Seafood Limited
 Centennial Park
 Crosby Dalwood
 Data Action
 SEA Gas
 Discovery Parks
 Nobles
 Resthaven
 Saint Ignatius' College
 Water Research Australia
 Water Research Australia
 Water Research Australia
 Poynter Hargraves
 Poynter Hargraves
 City of Mitcham
 Saint Ignatius' College
 Department for Education and Child Development
 Naval Group
 Glenelg Golf Club
 Saint Ignatius' College
 City of Tea Tree Gully
 Access 2 Place
 Connecting Up
 City of West Torrens
 Australian Naval Infrastructure
 Sarah Group
 SEA Gas
 SEA Gas
 City of Mitcham
 Ninti One
 ADVAM
 Saint Ignatius' College
 Australian Naval Infrastructure
 University of Adelaide
 Pearce & Co (Sweat)
 Climate Technologies
 City of Salisbury
 City of Tea Tree Gully
 City of Tea Tree Gully
 Adelaide Festival Centre
 Wine Australia
 Wine Australia
 Wine Australia
 Wine Australia
 Wine Australia
 Wine Australia
 SEA Gas
 University of South Australia
 Animal Welfare League
 RSPCA SA
 Experience Australia Group
 Experience Australia Group
 Experience Australia Group
 City of Salisbury
 Seeley International
 RSPCA (SA)
 Calvary Retirement Communities
 Central Australian Aboriginal Congress
 Resthaven Inc
 Police Health
 Genesee & Wyoming
 Indigenous Land Corporation
 Seeley International
 City of Salisbury

Financial Controller
 Manager Quality Systems
 Executive Manager – Community Services
 Administration & Finance Assistant
 Senior Project Manager - Social Development Focus
 Senior Manager – Residential Aged Care
 Business Manager
 Manager, Human Resources
 Corporate Services Manager
 Finance & Payroll Officer
 Corporate Finance & Reporting Analyst
 Management Accountant
 Manager Corporate Services
 General Manager Corporate Services
 Chief Technology Officer
 Project Manager – Finance Systems
 Senior Analyst
 Business Development Manager
 Internal Auditor
 Head of Studies & Innovation
 Business Manager
 Engagement & Marketing Manager
 Research Adoption Manager
 Head of Advisors
 Manager Client Services
 Manager Engineering
 People & Culture Manager
 Director, Secondary Learners
 Program Cost Controller
 Food & Beverage Manager
 Head of Senior School
 Manager Finance Services & Rating Operations
 Operations Manager
 Chief Operating Officer
 Manager, People & Culture
 Financial Controller
 Group People & Culture Manager
 Information Technology Manager
 Business Development Manager
 Team Leader, Traffic & Transport
 Business Development Manager
 Commercial Manager
 Head of Junior School
 Project Director
 Manager – Division Finance
 Manager, People & Culture
 National HR Manager
 Manager, Governance
 Team Leader Work, Health & Safety
 Senior Work, Health & Safety Officer
 Director, Marketing
 Program Manager – ERWSP
 Corporate Affairs Manager
 Senior RD&E Manager x 2
 Communications Manager – ERWSP
 Grants Manager – ERWSP
 HR Manager
 Business Development Associate
 HR Manager
 General Manager, Corporate & Commercial Services
 Planned Giving Specialist
 General Manager, Marketing
 General Manager, Risk & Compliance
 Executive Assistant / Office Coordinator
 Manager, Community Planning & Vitality
 Marketing Manager Residential
 Commercial Development Manager
 Regional Manager
 Organisational Capability Manager
 Senior Manager, Community Services
 General Manager, Marketing & Strategic Relationships
 Financial Controller
 Director, People & Culture
 Marketing Manager
 Manager, Infrastructure Delivery

TAFE SA
 Cancer Council SA
 Scholle Packaging
 Longridge Group
 SA Health
 TAFE SA
 Tarac Technologies
 Legal Services Commission
 Legal Services Commission
 Tarac Technologies
 Wilderness School
 Mount Barker District Council
 Loreto College
 Adelaide Health Care
 City of Tea Tree Gully
 Renewal SA
 Fleet Complete
 Department of the Premier & Cabinet
 Adelaide Shores
 University of Adelaide
 Discovery Parks
 ElectraNet SA
 Experience Australia Group
 Sports Association for Adelaide Schools
 Town of Gawler
 Town of Gawler
 City of Salisbury
 Prince Alfred College
 City of Prospect
 HAMB Systems Ltd
 University of Adelaide
 University of Adelaide
 Department for Communities & Social Inclusion
 Department for Education & Child Development
 Renewal SA
 Renewal SA
 Micro-X
 Adelaide Symphony Orchestra Pty Ltd
 Discovery Parks
 Ausco Modular
 SA Health
 Pilgrim Uniting Church
 Pedare Christian College
 City of Salisbury
 Glenunga International High School
 Netball SA
 Netball SA
 Health Partners
 Credit Union SA
 Attorney General's Department
 Data Action
 SA Health
 Scholle Packaging
 Adelaide Airport
 Department of Environment, Water & Natural Resources
 Department of Environment, Water & Natural Resources
 Department of Environment, Water & Natural Resources
 Thomas Foods International
 Pedare
 ElectraNet SA
 Scouts Australia (SA)
 ElectraNet SA
 ElectraNet SA
 South Australian Tourism Commission
 Department of State Development
 City of Tea Tree Gully
 Investigator College
 GPEx
 Trinity College
 Ninti One
 University of Adelaide
 ElectraNet SA
 ElectraNet SA
 ElectraNet SA
 Finalyson

Director Marketing
 Fundraising Manager
 HR Advisor
 Construction and Operations Manager
 Director, Procure to Pay
 Director, HR & Organisational Development
 Commercial Manager
 Chief Operating Officer
 Manager, Legal Practice
 Commercial Manager
 Registrar
 Group Manager, Infrastructure
 Business Manager
 Business Manager
 Manager, City Development
 Senior Finance Business Partner
 National Sales Manager
 Director, People & Culture
 General Manager, Operations
 Associate Director, Service Delivery
 Chief Financial Officer
 Chief Financial Officer
 Chief People Officer
 Executive Officer
 Manager, Business Enterprises & Communication
 Manager, Development, Environment & Regulatory Services
 Manager, Community Capacity & Learning
 Sesquicentenary Project Manager
 Director, Business & Innovation
 Innovation Manager
 Project Manager, Enterprise Agreement
 Manager, Workplace Relations
 Executive Director, People & Culture
 Executive Director, People & Culture
 Precinct Director, Tonsley
 Project Director, Tonsley
 Chief Financial Officer
 Manager, People & Culture (twice)
 Chief People Officer
 Construction Manager
 Chief Procurement Officer
 Business Manager
 Head of Middle School
 General Manager, Community Development
 Director of Services
 General Manager, Brand, Market & Communications
 General Manager, Commercial
 Campaign Manager (twice)
 Senior Manager, Retail Banking
 Director, Human Resources
 General Manager, Corporate Services
 Director, Workforce Relations
 Supply Chain Manager
 Business Performance and Development Manager
 Director, Climate Change
 Director, Community Engagement
 Executive Director, Conservation & Land Management
 Senior WHS Coordinator
 Manager, People & Culture
 Senior Health, Safety & Environment Leader
 General Manager, Woodhouse Activity Centre
 Network Relationship Manager
 Corporate Development Advisors
 General Manager, Human Resources & Facilities
 Strategic Coordinator, Northern Economic Plan
 Team Leader, Organisational Development
 Business Manager
 Director, Support Services
 Finance Director
 Project Manager – Stronger Communities of Children
 Human Resources Manager, Faculty of Health Sciences
 People & Culture Advisor
 High Impact People & Culture Leader
 Senior Manager, People & Culture
 Manager, People & Development

Kooyonga Golf Club
 Wilderness School
 City of Mitcham
 St Peter's Girls' School
 University of Adelaide
 University of Adelaide
 University of Adelaide
 University of Adelaide
 University of Adelaide
 Walford Anglican School for Girls
 University of Adelaide
 Immanuel College
 ElectraNet
 Department of State Development
 Wakefield Regional Council
 EMA Consulting
 Police Health
 Bedford Group
 Kooyonga Golf Club
 A Noble & Son Ltd
 A Noble & Son Ltd
 Department of Health and Ageing
 Department of Education & Child Development
 Department of Education & Child Development
 Department of Education & Child Development
 City of Playford
 City of Playford
 Data Action
 University of Adelaide
 University of Adelaide
 University of Adelaide
 University of Adelaide
 City of Charles Sturt
 Flinders University
 Minda Inc
 Ninti One Ltd
 Bedford Group
 Department of Treasury & Finance
 Clarke Energy Australia Pty Ltd
 Department of Health
 Coventry Fasteners
 City of Salisbury
 City of Salisbury
 Adelaide Symphony Orchestra
 Central Australian Aboriginal Congress
 SCF Group
 SCF Group
 Jardine Lloyd Thompson
 Resthaven Incorporated
 ElectraNet SA
 St John Ambulance SA
 Pedare Christian College
 SA Health
 Resthaven Inc
 SA Museum
 Central Adelaide Local Health Network
 Association of Independent Schools of SA Inc
 Pulteney Grammar School
 City of Unley
 South Australian Tourism Commission
 Bartons Chartered Accountants
 ElectraNet SA
 Police Health
 Police Health
 Elderton Wines
 City of Salisbury
 Department of State Development
 Anglicare SA
 Adelaide Symphony Orchestra
 Adelaide Symphony Orchestra
 Thomas Foods International
 St John Ambulance SA
 St John Ambulance SA
 Clean Seas Ltd
 Seymour College

Food & Beverage Manager
 Manager ICT
 Human Resources Manager
 Fundraising Manager
 Senior Management Accountant – Division Support
 Senior Management Accountant
 Divisional Management Accountants
 Senior Financial Analyst
 Manager, Leadership & Development
 Head of Senior School
 Associate Director, Accounting Services
 Business Director
 Business Development Manager – Power Generation
 Executive Director, Science, Industry & Innovation
 Corporate Services Manager (multiple)
 Business Development Professional
 Sponsorship Manager
 Management Accountant
 Finance Manager
 State Manager
 State Manager WA
 State Manager SA
 Director, Organisational Culture & Capacity
 Director, Employee Relations
 Director, Leadership & Development
 General Manager, City Services
 General Manager, City Projects & Assets
 General Manager – Delivery
 Human Resources Manager, ECMS Faculty
 Research Development Manager
 Finance & Planning Manager
 Infrastructure & Technical Services Manager
 General Manager, Corporate Services
 Director People & Culture
 Senior Manager, Human Resources & Work Health and Safety
 Manager, National Best Practice Unit
 Accounting Manager
 General Manager – Super SA
 General Manager
 Director, South Australian Statewide Retrieval Services
 State General Manager
 Manager, Development Services
 Manager, Business Systems & Solutions
 Chief Operating Officer
 General Manager Business Services
 Business Development Manager – General Transport
 Business Development Manager – Tanks
 Executive Manager (Public Sector)
 Senior Manager, Community Services (twice)
 Executive Manager, Corporate Development
 General Manager, Corporate & Commercial Services
 Business Manager
 Executive Director, People & Culture
 Manager Buildings & Capital Projects
 Lead Exhibition Designer
 Director People & Culture
 Business Manager
 Business Director (2 times)
 Manager, Human Resources
 Director, Marketing & Communications
 Manager, Superannuation
 Manager Innovation & Technology Development
 Manager, People & Culture
 General Manager, Marketing & Strategic Relationships
 Financial Controller
 General Manager – Business Excellence
 Executive Director, Skills & Employment
 Senior Manager, Home Care Services
 Donor Relations Manager
 Corporate Partnerships Manager
 Group Tax Manager
 Manager ICT
 Manager, Executive Services
 Chief Financial Officer
 Business Director (3 times over 12 years)

City of Mitcham
 Police Health
 Prince Alfred College
 Resthaven Incorporated
 Resthaven Incorporated
 City of Playford
 Rural City of Murray Bridge
 Credit Union SA
 Credit Union SA Ltd
 SCF Group
 Australian Rail Track Corporation
 City of Tea Tree Gully
 Health Partners
 AnglicareSA
 District Council of Mount Barker
 Adelaide University Union
 ECH Inc
 ElectraNet SA
 Department of Education & Child Development
 Roxby Downs Council
 Eldercare
 Department of State Development
 People's Choice Credit Union
 Barossa Council
 Pork CRC
 Flinders University
 Bartons
 SCF
 Rural City of Murray Bridge
 Legacy Club of Adelaide
 Rentokil Initial
 Southern Cross Care
 Department of Education & Child Development
 Flinders University
 AnglicareSA
 Ausco Modular
 City of Salisbury
 RSPCA (SA)
 Spectrum Fire
 Cleanseas
 Guide Dogs SA/NT
 University of South Australia
 Australian Grape & Wine Authority
 Unibooks
 Resthaven Inc
 Metro Property Development
 Gym & Fitness Online
 Immanuel College
 Whyalla City Council
 Phylloxera & Grape Industry Board of SA
 Data Action
 Beerenberg
 City of Salisbury
 Saturno Group (Booze Brothers)
 Environment Protection Authority
 Australian Grape & Wine Authority
 St John's Grammar School
 Medical Insurance Group Australia
 Cleanseas
 Department of Planning, Transport & Infrastructure
 City of Playford
 Health Partners
 Credit Union SA Ltd
 Walford
 SA Water
 Credit Union SA Ltd
 Adelaide Cemeteries Authority
 Department of Education & Child Development
 Adelaide Shores
 SA Water
 University of South Australia
 SCF Group
 City of Mitcham
 EMA Consulting
 Ninti One Ltd

Director Corporate & Community
 Business Solutions Analyst
 Director ICT
 Senior Manager Residential Services
 Manager Resthaven Paradise & Eastern Community Services
 Procurement Business Partner
 Manager, Development & Regulation
 Insurance Development Manager
 Digital Project Manager
 Sales Manager
 Manager Economic Regulatory Development
 Water Resources Specialist
 Brand & Sponsorship Manager
 Senior Manager Service Integration
 Manager Field Services
 Commercial Manager
 Property & Development Delivery Leader
 Corporate Development Executive
 Executive Director, Learning Standards & Performance
 Manager, Business Systems & Effectiveness
 Executive Director, Operational Services
 Director, People & Culture
 Manager, Market & Treasury Risk
 Director, Development & Environmental Services
 Manager, Development & Research Impact
 Dean – Flinders Living
 General Manager
 Regional Sales Manager – WA
 Manager, Development & Regulation
 Business & Development Manager
 Manager – Customer Service
 HUB Managers
 Executive Director, HR & Workforce Development
 Director, Governance & Risk
 General Manager, Marketing
 State Sales Manager
 Manager, Community Capacity & Learning
 Financial Controller
 Financial Controller
 General Manager, Sales & Marketing
 Manager, Finance & Business Performance
 Deputy Director Human Resources
 General Manager, Research, Development & Extension
 Marketing Manager
 Manager Finance
 Acquisition / Development Manager
 HR Coordinator
 Director – HR
 Group Manager - City Development & Delivery
 Manager Projects & Stakeholders
 Executive Manager Infrastructure
 Food Technologist
 Manager People & Culture
 Marketing Manager
 Senior Advisor, Site Contamination
 General Manager, Market Development
 Human Resources Manager
 Project Manager
 Chief Financial Officer
 Executive Director - Corporate Services
 Procurement Manager
 Decision Support Manager (2 times)
 Digital Marketing Coordinator
 Deputy Principal
 General Manager, Commercial & Business Development (2 times)
 Product Manager
 Head of Customer & Strategy
 Director - Review, Improvement & Accountability
 General Manager – Corporate Services
 General Manager – Business Services
 Division Director – Health Sciences
 Chief Product Design & Development Officer
 Finance Manager / Controller
 Industrial Relations Consultant
 Communications Officer

Renewal SA
 Renewal SA
 City of Mitcham
 City of Mitcham
 Wilderness School
 Barossa Village Inc.
 Adelaide Shores
 Department of Environment, Water and Natural Resources
 Ninti One Ltd
 Association of Independent Schools of SA
 City of Mitcham
 Lion Point Wines
 Whyalla City Council
 SA Water
 SA Water
 University of Adelaide
 Two Hands Wines
 Wine Australia
 Adelaide Symphony Orchestra Pty Ltd
 Immanuel Primary School
 Data Action
 Cowell Clarke
 St Peter's Woodlands Grammar School
 Hot Melt Packaging Systems
 University of Adelaide
 City of West Torrens
 Cowell Clarke Lawyers
 Guide Dogs SA
 Mr Riggs Wine Company
 University of Adelaide
 Wine Australia
 St Jakobi Lutheran School
 University of Adelaide
 RSPCA (SA)
 Adelaide Festival Corporation
 Cowell Clarke
 St Andrew's School
 Renewal SA
 Cowell Clarke
 Renewal SA
 SA Water
 ElectraNet SA
 Lenswood Cold Stores
 Department of Planning, Transport & Infrastructure
 Adelaide Airport
 SA Water
 City of West Torrens
 Minda Inc
 Flinders Partners
 Department for Education and Child Development
 Department for Education and Child Development
 Bellberry Limited
 Waltja
 RSPCA (SA)
 AnglicareSA
 Credit Union SA Ltd
 Schild Estate
 Two Hands Wines
 Spectrum Fire
 University of Adelaide
 Securatrak
 Renewal SA
 City of Playford
 Rural City of Murray Bridge
 University of Adelaide
 City of Playford
 RSPCA (SA)
 Embertec
 Renewal SA
 City of Salisbury
 HAMB Systems Limited
 Credit Union SA Ltd
 Ninti One Ltd
 SAGE Automation
 Securatrak
 Asset Manager
 Property Consultant, Sales & Leasing
 Manager, Finance
 Manager, People & Culture (multiple)
 Head of Senior School
 General Manager - Residential Care Services
 General Manager Revenue
 District Manager - Ranges
 Project Manager, Remote Community Research
 Senior Consultant
 Director - Corporate & Community Development
 General Manager Sales
 Human Resources Manager
 Manager Capital Planning & Integration
 Senior Asset Managers
 Executive Manager - Health Sciences
 Financial Controller
 Chief Financial Officer
 General Manager, Marketing & Development
 Business Director
 Executive Manager Delivery Applications
 Marketing & Communications Manager
 Business Director
 Financial Controller
 Change Project Officer
 Senior Accountant
 Financial Controller
 Chief Financial Officer
 Sales Manager
 Faculty HR Project Manager
 Chief Financial Officer
 Business Director
 Associate Director, Strategic Procurement
 Fundraising & Development Manager
 Philanthropy Director
 Finance Manager
 Business Director (2 times)
 Project Coordinator
 Marketing & Communications Coordinator
 Training & Employment Coordinator
 Senior Organisational Culture & Change Position
 Senior Manager Business Development
 Financial Controller
 Deputy CEO - Corporate Support
 Risk & Compliance Manager
 Senior Finance Manager
 Work Health & Safety Officer
 Chief Financial Officer
 Deputy Director
 Executive Director, Preschool and School Improvement
 Chief Education Officer (Deputy Chief Executive)
 Education Manager
 HR Manager
 Finance Manager
 Chief Financial Officer
 Contact Centre Manager
 Senior Accountant
 Senior Accountant
 Finance Manager
 Communications Officer
 Manager Customer Service
 Sustainability Manager - Tonsley Project
 Chief Financial Officer
 General Manager - Corporate & Community
 School Manager - PHCP
 Manager Business Services
 Executive Manager - People, Culture & Safety
 Senior Accountant
 Senior Community Planner
 General Manager, City Development
 IT Service Delivery Manager
 Senior Manager Finance
 Senior Research Officer
 Finance Manager
 Customer Service Manager

University of Adelaide	Director, Partnerships & Projects
Energy & Water Ombudsman of SA	Business Services Manager
WorkCover SA	General Manager – Corporate Services
City of Tea Tree Gully	Chief Financial Officer
Lenswood Cold Stores Co-op Society Ltd	Sales Manager
Hostworks	Financial Controller
Adelaide Shores	General Manager - Sales & Marketing
SA Water	General Manager, Customer & Community Relations
DPTI	Director Customer Experience
Rentokil Initial	Sales Consultant - Indoor Plant Hire
Rentokil Initial	Sales Manager (multiple)
AnglicareSA SA	Finance Manager
Super SA	Project Manager, ICT & Business Strategy
Ninti One Ltd	General Manager, Business Development
Arena Stadium Management	Venue Manager, Adelaide Arena
The Barossa Co-op	Senior Retail Manager
Southern Cross Care	Care Managers
Flinders University	Enterprise Architect
Rocland Estate Wines	Brand & Sales Manager
SCF Group	Chief Financial Officer
Health Partners	Senior Accountant
Bellberry Limited	Education Manager
SCF Group	National Depot Operations Manager
City of Unley	Manager Finance
District Council of Mt Barker	Manager - Community & Customer Services
District Council of Mt Barker	Manager - People & Culture
SCF Group	Marketing Manager
University of South Australia	Decision Support Analyst
Ninti One Ltd	Senior Research Fellow / Associate Professor, Remote Education
Ninti One Ltd	Research Coordinator - Remote Communities
Credit Union SA Ltd	Mobile Manager
Scouts SA	Chief Financial Officer
Adelaide Festival	Financial Controller
Ninti One Ltd	Engagement Manager
Renewal SA	Urban Designer (Urban & Portfolio Planning)
Renewal SA	Development Manager, Neighbourhood Renewal (Major Projects)
Rural City of Murray Bridge	Manager Engineering & Assets
City of Unley	Manager Governance & Risk
Adelaide BMW / Adelaide Ferrari	Premium Sales Professional
Renewal SA	Project Management Accountant (Corporate Services)
St Andrew's School	Director of Development
RSPCA (SA)	Executive Manager Fundraising, Commercial & Marketing
WorkCover SA	Employer Consultant(s)
WorkCover SA	Corporate Counsel / Board Secretary
University of Adelaide	Senior Manager, HR Client Services
Scouts Australia (SA)	General Manager, Recycling Operations
Adelaide Benevolent Society	Tenancy and Property Coordinator
Credit Union SA Ltd	Senior Manager – Credit & Member Support Services
Credit Union SA Ltd	General Manager - Brand & Member Experience
Grape & Wine Research & Development Corporation	Financial Controller
University of Adelaide	Chief Financial Officer
Renewal SA	Manager, Media Strategy & Relations (Office of the CE)
Renewal SA	Public Relations Officer (Office of the CE)
Renewal SA	Web & Publications Coordinator (Office of the CE)
Renewal SA	Manager, Community Development & Stakeholder Engagement Renewal SA
Renewal SA	Officer Coordinator (Office of the CE)
Renewal SA	Project Officer (Riverbank, Infrastructure & Project Coordination)
Renewal SA	Commercial Manager, Strategic Finance (Corporate Services)
Renewal SA	Senior Project Accountant (Corporate Services)
Renewal SA	Director, Urban Planning (Urban & Portfolio Planning)
Renewal SA	Commercial Development Manager (Tonsley Park Redevelopment)
Renewal SA	Property Consultants, Sales & Acquisitions (Asset Management)
Renewal SA	Manager, Government Assets (Asset Management)
Renewal SA	Planning Manager (Port Adelaide Renewal Project)
Renewal SA	Project Manager, Delivery (Port Adelaide Renewal Project)
Renewal SA	Engagement & Activation Manager (Port Adelaide Renewal Project)
Renewal SA	Development Manager, Bowden (Major Projects)
Renewal SA	Customer Service Assistant (Asset Management)
Renewal SA	Executive Assistant (Urban & Portfolio Planning)
Renewal SA	Executive Assistant/Team Support
Renewal SA	(Riverbank, Infrastructure & Project Coordination)
Renewal SA	Executive Assistant/Team Support (Asset Management)
Renewal SA	Director, Information Management (Corporate Services)
Renewal SA	Marketing Coordinator, Projects (Office of the CE)
Renewal SA	Digital Marketing Coordinator, Projects (Office of the CE)

Renewal SA
 Renewal SA
 ECH Inc
 ECH Inc
 The Makris Group
 Credit Union SA Ltd
 Minda Incorporated
 Lenswood Cold Stores Co-op Society Ltd
 Energy & Water Ombudsman SA
 City of Salisbury
 Adelaide City Council
 Adelaide City Council
 PW Beck
 District Council of Mt Barker
 University of Adelaide
 University of Adelaide
 National Pharmacies
 Ausco Modular
 Whyalla City Council
 Adelaide City Council
 WorkCover
 WorkCover SA
 WorkCover SA
 WorkCover SA
 WorkCover SA
 WorkCover SA
 Renewal SA
 Renewal SA
 City of Unley
 Adelaide City Council
 Ninti One Ltd
 Scouts Australia (SA)
 WorkCover SA
 Devine Limited
 Whyalla City Council
 District Council of Mt Barker
 Lenswood Cold Stores Co-op Society Ltd
 City of Unley
 Ninti One
 Association of Independent Schools of SA
 La Trobe Health Services
 St Peter's College
 Department of Transport, Energy & Infrastructure
 Adelaide City Council
 Australian Satellite Communications
 Whyalla City Council
 Adsteel Brokers Pty Ltd
 Ninti One Ltd
 Flinders University
 Urban Renewal Authority
 Scouts Australia (SA)
 Hospira Adelaide Pty Ltd
 Adelaide Shores Development Project
 EMA Consulting
 GWRDC
 SCF Group
 City of Playford
 WorkCover SA
 AnglicareSA
 ElectraNet SA
 WorkCover SA
 Adelaide Shores Development Project
 Flinders University
 Flinders University
 University of Adelaide
 Association of Independent Schools of SA
 District Council of Mt Barker
 Office for Recreation and Sport
 Ninti One Ltd
 St Peter's Woodlands Grammar School
 St Peter's Woodlands Grammar School
 SA Lotteries
 Austraining International
 Saab Systems
 Ninti One Ltd
 Department of Planning, Transport & Infrastructure

Marketing Manager, Playford (Major Projects)
 Manager, Strategic Marketing, Projects (Office of the CE)
 Manager Wellness Programs
 Regional Manager(s) In Home Services
 Financial Controller
 HR Consultant
 Manager, Commercial Enterprises
 Agronomist/Rural Store Manager
 Customer Contact Manager
 Manager, Urban Planning & Policy
 Senior Accountant, Corporate Reporting
 Senior Accountant, Fixed Assets
 Financial Controller
 General Manager – Corporate Services
 Senior Organisational Development Advisor
 Manager HR Consulting
 General Manager - Retail Operations
 Business Development Representative - Education
 Senior Officer - Infrastructure & Assets
 Systems Accountant
 Manager, Employers
 Case Manager, Serious Injury Claims
 Senior Investigator
 General Manager, Strategy
 General Manager, Scheme Regulation
 Manager Project Delivery
 Manager Urban Design & Planning
 Manager, Public Realm & Integrated Movement
 Senior Corporate Reporting Analyst
 Senior Research Officer
 Accounts and Payroll Administrator
 Investigations Manager
 State Housing Manager
 Manager Assets & Engineering
 Senior Project Manager Development
 Sales & Logistics Manager
 Executive Assistant to CEO
 Research Officer, Energy Futures & Transport
 Manager, Operations & Projects
 Chief Financial Officer
 Director – Finance and Business Services
 Director - Business Enterprises
 Senior Corporate Reporting Analyst
 IT Network Specialist
 Group Manager - Engineering, Infrastructure and Major Projects
 Branch Manager
 General Manager Research, Quality & Innovation
 Senior Finance Role – Asset Division
 General Manager, Urban Planning
 Membership/HR Manager
 HR Business Partner
 Sales Manager
 Consultant - Workers Comp/IR
 Communications Coordinator
 Chief Operating Officer
 Senior Corporate Accountant
 OHS&W Evaluator
 General Manager, Seniors Living
 Principal HR Consultant, Organisational Learning & Development
 Program Officer - Health Education
 General Manager, Sales & Marketing
 Manager - Finance, Risk & Performance
 Associate Director - Infrastructure Strategy & Planning
 Manager Employee Services
 Deputy Executive Director
 Project Manager - Letterbox
 Director, Projects and Planning
 Senior Research Officer, Education
 Head of the Arts
 Human Resources Manager
 Chief Financial Officer
 Corporate Services Manager
 Chief Financial Officer
 Senior Research Officer
 Deputy Chief Executive, Public Transport Services

AnglicareSA
 WorkCover SA
 City of Mitcham
 City of Mitcham
 Flinders University
 Ninti One Ltd
 Department of Environment and Natural Resources
 Kommunika
 Amcor Cartons
 Ausco Modular
 Embertec
 St Peter's Girls' School
 Grape & Wine Research & Development Corporation
 Scouts Australia (SA)
 Barossa Village Inc.
 Cancer Council of SA
 WorkCover SA
 Ausco Modular
 Ausco Modular
 Aurecon
 WorkCoverSA
 WorkCoverSA
 City of Mitcham
 Unibooks
 Rural City of Murray Bridge
 Adsteel
 City of Playford
 City of Playford
 SA Water
 PW Beck
 EMA Consulting
 Health Partners
 Rural City of Murray Bridge
 WorkCoverSA
 Land Management Corporation
 University of Adelaide
 Office for Recreation and Sport
 District Council of Mount Barker
 Adelaide Shores Development Project
 HAMBS Systems Limited
 HAMBS Systems Limited
 Saturno Group
 Annesley College
 Barossa Village Inc
 Department of Environment and Natural Resources
 Department of Environment and Natural Resources
 Department of Environment and Natural Resources
 Department of Environment and Natural Resources

 Department of Environment and Natural Resources
 Land Management Corporation
 Department of Environment and Natural Resources
 Department of Environment and Natural Resources
 Amcor Glass Australasia
 Adelaide Symphony Orchestra Pty Ltd
 Department of Environment and Natural Resources
 Department of Environment and Natural Resources
 Department of Environment and Natural Resources
 PIRSA
 PIRSA
 PIRSA
 Royal District Nursing Service
 Norman Waterhouse Lawyers
 Skycity Adelaide
 Adelaide Hills Council
 Land Management Corporation
 Land Management Corporation
 St Peter's Woodlands
 Legacy Club of Adelaide Inc
 Amcor Glass Australasia
 Royal Adelaide Golf Club
 Walford Anglican School for Girls
 University of Adelaide
 Blaxland Vineyards Limited
 WorkCoverSA

Financial Controller
 Senior Contract Management Role
 Manager, Project Delivery
 Manager, Planning & Building Services
 Director, Information Services Division
 Senior Finance Officer
 Manager, Community Engagement
 Communications/Marketing Professional
 Logistics Coordinator
 Key Account Manager - Major Projects
 Financial Accountant
 Business Director
 General Manager – Business Strategy
 Chief Commissioner
 Manager, Hospitality Services
 Manager Motel Operations
 Director Corporate Communications
 Project Administrator
 Bid Manager
 Mining Leader
 Manager, Contractual Performance
 Strategic Initiatives Manager
 General Manager
 Financial Controller
 Corporate Services Manager
 Commercial Manager
 General Manager – Enterprises
 General Manager – Assets
 Strategic Asset Manager
 HR Manager
 Industrial Relations Consultant
 Risk & Compliance Administrator
 Senior Library Technical Officer
 Senior HR Business Partners
 Manager Project Delivery (Playford Alive)
 Manager HUB Central
 Director Industry Development & Participation
 Manager, Planning & Regulatory Services
 Senior Accountant
 Planning & Programs Manager
 Chief Executive Officer
 Chief Financial Officer
 Business Director
 Commercial Manager
 Manager Planning, Evaluation and Strategy – Eyre Peninsula
 Manager Planning & Evaluation South East
 Manager Public Lands & Sustainable Landscapes South East
 Manager Community Engagement, Planning & Evaluation SA
 Arid Lands
 Manager Sustainable Landscapes SA Arid Lands
 Marketing Coordinator
 Manager Business Support Eyre Peninsula
 Manager Business Support Northern & Yorke
 Project Manager
 Marketer
 Manager Protected Areas & Public Lands AW Region
 Manager Community Engagement AW Region
 Manager Business Support SAMDB
 Olympic Dam Regulation Program Leader
 Mining Regulation Program Leader
 Principal Regulator – Extractive & Industrials
 Chief Financial Officer
 Financial Controller
 Director of Finance
 Director Engineering
 Communications Advisor
 Contract & Procurement Advisor
 Coordinator, The Pines Early Learning & Care Centre
 Welfare & Field Officer
 Maintenance Coordinator
 Course Superintendent
 Property Services Manager
 School Manager
 Winemaker
 Director, Financial Services

WorkCoverSA
 Intec Consulting Group
 University of Adelaide
 City of Onkaparinga
 ResourceCo Pty Ltd
 City of Charles Sturt
 Seymour College Inc
 EMA Consulting
 SCF Group
 Health Partners
 Adsteel Brokers Pty Ltd
 City of Salisbury
 District Council of Mount Barker
 University of South Australia
 Peter W Beck
 Amcor Cartons
 The Australian Centre for Social Innovation
 Land Management Corporation
 Land Management Corporation
 WorkCoverSA
 Barossa Community Store
 Coorong District Council
 McGuigan Simeon Wines
 Adelaide City Council
 Adelaide City Council
 Unibooks
 Amcor Glass Australasia
 Land Management Corporation
 The Adelaide Club
 Southern Cross Care
 SA Water
 District Council of Mount Barker
 National Centre for Groundwater Research and Training
 Amcor Cartons
 Legacy Club of Adelaide Inc
 Amcor Fibre Packaging
 Ninti One Limited
 University of Adelaide
 Real Estate Institute of SA
 Kelly & Co Lawyers
 St Aloysius College
 Southern Cross Care
 University of Adelaide
 ECH Inc
 ECH Inc
 APA Group
 University of Adelaide
 University of South Australia
 Ninti One Limited
 Cobham Aviation Services
 Amcor Glass Australasia
 HPS Pharmacies
 The Australian Centre for Social Innovation
 South Australian Cricket Association
 South Australian Cricket Association
 Adelaide Symphony Orchestra Pty Ltd
 Penrice Soda Holdings Limited
 Penrice Soda Holdings Limited
 Southern Cross Care
 R & M Energy Systems
 Land Management Corporation
 Ninti One Ltd
 Ninti One Ltd

 Ninti One Ltd

 Ninti One Ltd
 Ninti One Ltd
 Ninti One Ltd
 EMA Consulting
 WorkCover Corporation
 Department of the Premier & Cabinet
 Department of the Premier & Cabinet
 University of South Australia
 Amcor Glass Australasia

Director, Agent Operations
 Corporate Services Manager
 Manager – Office of VP Services
 Chief Financial Officer
 HR Coordinator
 General Manager, Asset Management Services
 Network Manager
 Industrial Relations Consultant
 Regional Sales Manager
 General Manager, Optical & Provider Relations
 Branch Manager - Murray Bridge
 Manager Economic Development
 Manager Water
 Senior Business Development Manager
 National Sales Manager
 Production Planner
 Office Manager
 Marketing / Sales Coordinator
 Project Manager (Playford Alive)
 Senior OD Consultant
 Financial Controller
 Corporate Services Manager
 Export Financial Controller
 Project Manager - Development
 Program Manager - Accessible City
 Systems & Network Manager
 Reliability Systems Engineer
 Procurement and Tendering Manager
 Evening Supervisor / Maitre d'
 Company Secretary
 Head of People & Change
 Manager, Urban & Strategic Planning
 Strategic Development Manager
 Key Account Manager
 Welfare Services Manager
 Human Resource Advisor
 Principal Research Leader - Remote Education
 Workplace Relations Consultant
 Commercial Manager
 Financial Controller
 Business Director
 Executive Manager, Community Services
 Divisional Change Manager
 Senior Human Resources Advisor
 Senior Management Accountant
 Senior Analyst
 Manager, Workforce Recruitment & Retention
 Workplace Relations Consultant
 Senior Research Officer
 Manager, Decision Support
 Project Manager
 HR Manager
 Deputy CEO
 Catering Manager
 State Coach (2 times)
 Publicist
 Procurement Manager
 Financial Controller
 Executive Director, Retirement Living
 Financial Controller
 Chief Financial Officer
 Political Scientist/Research Officer - Public Policy
 Principal Research Leader - Aboriginal and Torres Strait
 Islander Tourism Product
 Principal Research Leader - Aboriginal and Torres Strait Islander
 Art Economies
 Principal Research Leader, Carbon Economies in Remote Australia
 Principal Research Leader Mobility and Labour Markets
 General Manager, Research, Evaluation & Impact
 Industrial Relations Consultant
 Manager, Investigations & Recoveries
 Director, Projects and Planning
 Director, Aboriginal Policy & Coordination
 Senior Workplace Relations Consultant
 Manufacturing Manager

Wallmans Lawyers
 District Council of Mount Barker
 Penrice Soda Holdings Limited
 WorkCoverSA
 Aurecon Group
 University of Adelaide
 Ninti One Ltd / Centre for Remote Health
 WorkCover Corporation
 Centre for Appropriate Technology
 Adelaide Benevolent Society
 Barossa Village Inc.
 Ninti One Ltd
 Repromed
 Hender Consulting
 Coca Cola
 ResourceCo Pty Ltd
 Austraining International Pty Ltd
 Amcor Glass Australasia
 St Peter's College
 Austral Bricks
 Ninti One Ltd
 HAMB Systems Limited
 Cutler Brands
 Amcor Glass Australasia
 Ausco Modular
 Amcor Cartons
 Adelaide Motors
 Pedare College
 ResourceCo Pty Ltd
 Port Adelaide Football Club
 National Centre for Groundwater Research and Training
 Maggie Beer Products
 Amcor Cartons
 Penrice Soda Holdings Limited
 Alinta Energy
 Greenbird Technology
 Hender Consulting
 WorkCover Corporation
 WorkCover Corporation
 Adsteel Brokers Pty Ltd
 Ausco Modular
 Austraining International Pty Ltd
 Austraining International Pty Ltd
 Ninti One Ltd
 Department of the Premier & Cabinet
 Motor Accident Commission
 R&M Energy Systems
 ECH Inc
 Amcor Glass Australasia
 Adelaide City Council
 Amcor Glass Australasia
 University of South Australia
 University of South Australia
 St Peters College
 TACSI
 WorkCover Corporation
 District Council of Mt Barker
 HAMB Systems
 Glenn Industries Pty Ltd
 Ninti One Ltd
 Austral Bricks
 City of Holfast Bay
 Adelaide Shores Development Project
 Amcor Glass Australasia
 EMA Legal
 Rural City of Murray Bridge
 Rural City of Murray Bridge
 University Books (Unibooks)
 University Books (Unibooks)
 HAMB Systems Limited
 Adelaide BMW
 Ninti One Ltd
 Amcor Glass Australasia
 Ausco Modular
 Adelaide Shores Development Project

Financial Controller
 GM Council Services
 Mine Manager
 Manager, Stakeholder Engagement
 Principal Advisor
 Manager, Human Resources Consulting
 Research Project Manager
 Manager, Compliance
 Corporate Communications Manager
 Chief Executive Officer
 General Manager, Residential Services
 Communications Manager
 Financial Controller
 Group Accountant
 SA Commercial Manager
 Marketing Manager
 Regional Operations Manager
 Human Resources Manager
 Manager, Business Services & Finance
 Maintenance Manager
 Stakeholder Manager
 IT Services Manager
 Sales Representative
 Management Accountant
 Business Development Representative
 Logistics Coordinator
 Financial Controller
 Business Director
 Group Accountant
 Chief Financial Officer
 Industry Training Manager
 Accountant
 Manufacturing Manager
 Key Account Manager
 HR Generalist
 Senior Accountant
 Senior Consultant
 Senior Writer
 Manager, Communications & Media
 Account Manager
 Engineering & Design Manager
 ICT Manager
 Communications & Marketing Engagement Manager
 Executive Officer
 Government Architect - SA Integrated Design Commission
 Corporate Communications Manager
 Regional Manager
 Recruitment Manager
 Quality Manager
 Program Manager, Accessible City
 Production Scheduler/Procurement Officer
 Manager - Business Intelligence
 Deputy Director, Capital Development
 Head of Senior School
 Office Services Manager
 Senior OD/HR Professional
 Senior Project Manager
 Financial Controller
 Commercial Manager
 Senior Research Officer
 Plant Manager
 Manager, Assets and Environment
 Commercial Business Manager
 Production Planning/Customer Service Officer
 Senior Lawyer
 Manager - Development Planning and Assessment
 Team Leader, Engineering
 Retail Operations Manager
 Systems & Network Manager
 General Manager Operations
 Marketing Coordinator
 General Manager Operations
 Industrial Chemist
 South Australia Manager
 Reservation Manager

Australian Satellite Communications
 Rural City of Murray Bridge
 ECH Inc
 ASC Pty Ltd
 South Australian Cricket Association
 South Australian Cricket Association
 ECH Inc
 Amcor Glass Australasia
 Envestra Limited
 Adelaide Symphony Orchestra Pty Ltd
 Grape & Wine Research & Development Corporation
 Desert Knowledge CRC
 Peter W Beck
 Department of Education & Children's Services
 Land Management Corporation
 SA Lotteries
 Amcor Glass Australasia
 Amcor Cartons
 Penrice Soda Holdings Limited
 Unibooks
 Amcor Cartons
 Amcor Cartons
 Tidswell Wines
 Babcock & Brown Power
 Amcor Glass Australasia
 Amcor Glass Australasia
 ASC AWD Shipbuilding Pty Ltd
 Adelaide City Council
 Adelaide City Council
 Rural City of Murray Bridge
 City of Norwood, Payneham & St Peters
 Peregrine Corporation
 Penrice Soda Holdings Limited
 Scouts SA
 District Council of Mount Barker
 Energy Industry Ombudsman SA
 Barossa Community Store
 Australian Satellite Communications
 Straumann Australia Pty Ltd
 ASC Pty Ltd
 TACSI
 TACSI
 Department of Further Education, Employment, Science and Technology
 Department of Further Education, Employment, Science and Technology
 Land Management Corporation
 SkyCity Adelaide
 Land Management Corporation
 Mortgage Choice
 Australian Vintage
 EMA Consulting
 Adelaide City Council
 R&M Energy Systems
 Austraining International Pty Ltd
 Advertiser Newspapers
 Department of Trade and Economic Development
 AV Jennings Holdings Limited
 AV Jennings Holdings Limited
 AV Jennings Holdings Limited
 AV Jennings Holdings Limited
 University of South Australia
 St Aloysius College (SA Language Centre)
 Australian Vintage
 Adelaide Shores Development Project
 Adelaide Shores Development Project
 Royal District Nursing Service
 Corporation of the Town of Walkerville
 Babcock & Brown Power
 Department of the Premier & Cabinet
 Barossa Community Store
 Department of the Premier & Cabinet
 District Council of Mount Barker
 Royal District Nursing Service
 District Council of Mount Barker
 Office for Recreation and Sport
 Land Management Corporation
 IT Technical Specialist
 Executive Manager Sustainable Development
 Care Manager
 General Manager - Submarine Business Unit
 General Manager - Sales & Commercial
 Manager - Venue and Operations
 Director of Care
 Senior Account Manager
 Senior Business Analyst
 Fundraising & Patron Services Coordinator
 General Manager Business & Strategy
 National Project Director - Manager of Feral Camels Project
 Human Resources Manager
 Executive Director Policy
 Manager Environmental Services
 Human Resources Manager
 National Sales Manager
 Key Account Manager
 General Manager - Quarry and Mineral
 Finance Team Leader
 Shift Manager
 Site Accountant
 Vineyard Manager
 Senior HR Advisor
 Production Planning/Customer Service Officer
 National Supply Chain Manager
 Shipbuilding Director
 Team Leader - Risk and Audit
 Corporate Manager Strategic Procurement & Contracts
 Finance Manager
 Manager Finance
 Sales & Marketing Manager
 Logistics & Customer Service Manager
 Volunteer Support Manager
 Governance Position
 Investigations Officer
 HR Manager
 Sales Manager
 Sales Representative (SA)
 Project Scheduling Manager
 Deputy CEO
 Manager - Centre Operations
 Director, Quality & Tertiary Education Policy
 Director, Science and Information Economy
 Marketing Manager
 Internal Audit Manager Australia
 Sustainability Project Manager
 Franchise Development Manager
 Production Accountant
 IR Consultant
 Executive Manager Strategic Communications & Marketing
 Senior Technical Sales Representative
 Marketing & Partnerships Manager
 Specialist Procurement Specialist
 Director, Office of Small Business & Regional Development
 Project Administrator
 Landscape Manager
 Development Manager
 Marketing & Sales Manager
 Business Intelligence Manager
 Director of Studies/Academic Manager
 Administration Coordinator
 Manager ICT
 Manager Commercial Business
 Manager Corporate Services Risk & Safety
 Technical Contracts Officer
 Human Resources Manager
 Deputy Chief Executive - Arts
 Financial Controller
 Senior Negotiator
 Environmental Engineer/Project Officer
 Development & Fundraising Manager
 Project Manager
 Senior Accountant
 Communications Advisor

Land Management Corporation
 University of Adelaide
 Department of the Premier & Cabinet
 Department of the Premier & Cabinet
 Corporation of the Town of Walkerville
 Australian Festival for Young People Inc
 Land Management Corporation
 Australian Vintage
 Department of the Premier & Cabinet
 Australian Vintage
 ECH Inc
 Australian Vintage
 Unibooks
 Peter W Beck
 ECH Inc
 ECH Inc
 Corporation of the Town of Walkerville
 BAE Systems Australia
 Unibooks
 Land Management Corporation
 SACE Board of South Australia
 City of Playford
 Office for Recreation and Sport
 Bremerton Wines
 University of South Australia
 Land Management Corporation
 Department of Water, Land and Biodiversity
 Peter W Beck
 Adelaide Motors
 ECH Inc
 Special Olympics SA
 Sarah Construction Pty Ltd
 Land Management Corporation
 City of Whyalla
 TIO
 St Peters Woodlands Grammar School
 Adelaide City Council
 Land Management Corporation
 Southern Cross Care
 Sage Automation
 University of South Australia
 District Council of Mt Barker
 Town of Gawler
 Australian Vintage
 SAALC
 Land Management Corporation
 Land Management Corporation
 Adelaide Symphony Orchestra Pty Ltd
 City of Salisbury
 Sarah Group Holdings
 City of Playford
 Australian Satellite Communications
 Royal District Nursing Service
 University of South Australia
 Office of Recreation & Sport
 Sarah Group Holdings
 City of Playford
 City of Playford
 Annesley College
 Intec Consulting Group
 ECH Inc
 ECH Inc
 Medical Insurance Group Australia
 Barossa Community Store
 Barossa Community Store
 University of Adelaide
 ECH Inc
 Motor Accident Commission
 Regis / RCA
 Land Management Corporation
 Seymour College
 Rural District Council of Murray Bridge
 City of Onkaparinga
 District Council of Mt Barker
 Bremerton Vintners

PA/Project Assistant
 Workplace Relations Manager
 Registrar of Medical Panels
 WorkCover Ombudsman
 Building Assessment and Asset Management Officer
 Artistic Director
 Communications Manager
 Senior Cost Accountant
 Director, People Development and Organisational Culture
 Senior Accountant
 Business Improvement Analyst
 Supply Chain Manager
 Retail Operations Manager
 Human Resources Manager
 Care Manager
 Director of Care
 Development Officer Building
 HR Manager
 Retail Supervisor
 Manager, Communications
 Manager Communications
 Manager, Planning & Building
 Communications Manager
 Key Account Manager
 Major Project Manager
 Marketing and Communications Manager - Playford North
 Director People
 Financial Controller
 New Car Sales Manager
 Projects Manager - Capital Works
 Sports Manager
 Senior Cost Planner
 Director, Communications, Community & Stakeholder Engagement
 Technical Projects Manager
 Head of Marketing & Customer Value Propositions
 Development, Marketing & Admissions Officer
 Executive Manager Strategic Communications & Marketing
 Procurement & Contract Officer
 Marketing & Branding Manager
 Senior Accountant
 Team Leader Management Accounting
 Engineering Roles
 Director - Assets
 Export Sales Operations Officer
 Director of Studies
 Project Manager - Community Relations
 Environmental Consultant
 Fundraising and Development Role
 Manager Economic Development
 Senior Accounting Officer
 Civil Engineer - Land Development
 Solutions Consultant
 Group Manager - Commercial Enterprises
 Senior Accountant
 Senior Projects Manager
 Commercial Manager AHD
 Group Manager - Parks & Open Space
 General Manager - Parks
 Director of Development
 Corporate Services Manager
 Human Resource Advisor
 Projects Manager - Capital Works
 Human Resource Manager
 Fashion Buying Manager
 Human Resource Manager
 Manager of the Office of Corporate Resources
 Manager Quality Systems
 Project Manager
 Clinical Care Coordinator
 Manager - Business Services
 Community Liaison Officer
 OHS&W Manager
 Strategic Policy Planner
 General Manager Assets
 General Manager / CEO

ECH Inc
 Regis / RCA
 Sarah Group Holdings
 City of Playford
 Ernst & Young
 Land Management Corporation
 Department of the Premier & Cabinet
 Seymour College
 Jurlique International
 Australian Vintage
 ECH Inc
 ECH Inc
 The Coorong Council
 Peter W Beck
 Australian Satellite Communications
 Australian Satellite Communications
 SkyCity Adelaide
 SkyCity Adelaide
 Carfleet (EPAC)
 Special Olympics SA
 Baker Young Stockbrokers Ltd
 Pendleton Estate
 Land Management Corporation
 City of Onkaparinga
 Department of the Premier & Cabinet
 Land Management Corporation
 Australian Broadcasting Corporation
 Department of the Premier & Cabinet
 Land Management Corporation
 Adelaide Symphony Orchestra Pty Ltd
 Land Management Corporation
 The Coorong Council
 University of South Australia
 University of South Australia
 Land Management Corporation
 Royal District Nursing Service
 Royal District Nursing Service
 Royal District Nursing Service
 Next Byte
 Next Byte
 Next Byte
 Next Byte
 Flinders Partners
 Special Olympics SA
 Land Management Corporation
 Intec Consulting Group
 Workskil Incorporated
 Australian Satellite Services
 Penrice Soda Holdings Limited
 City of Onkaparinga
 Westminster School
 South Australian Wine Industry Association
 SAAB Systems
 Land Management Corporation
 Special Olympics SA
 St Andrew's School
 St Peter's College
 Workskil Incorporated
 University of South Australia
 Sky City Adelaide Casino
 Wilderness School
 Cavill Power Products Pty Ltd
 Jurlique International
 McGuigan Simeon Wines
 Castle Plaza Shopping Centre
 City of Onkaparinga
 City of Onkaparinga
 City of Onkaparinga
 Jurlique International
 Department of the Premier & Cabinet
 Department of the Premier & Cabinet
 City of Charles Sturt
 Land Management Corporation
 GWRDC
 Department of the Premier & Cabinet

Major Project Manager
 Facilities Manager
 General Manager
 Manager, Economic & Land Use Strategy
 Facilities Manager
 Project Manager
 Manager Strategic HR Projects
 Network Manager
 Planner/Scheduler
 Group Credit Manager
 Manager - Accommodation Services
 Facilities Manager(s)
 Manager - Technical Services
 Senior Accountant
 CISCO/VSAT Specialist
 Projects Manager
 Revenue Analyst
 Finance Analyst
 Operations Manager
 State Manager - SA
 Equity Advisor(s)
 General Manager
 Manager, Employment Development Initiatives
 Strategic Transport Role
 Workplace, Safety & Wellbeing Manager
 Environmental Project Manager
 Senior Accountant
 General Managers
 Construction Manager
 Marketing and Event Coordinator
 Manager - Precinct Redevelopment
 Governance, Communications & Planning Officer
 Workplace Relations Specialist
 Manager - Business Intelligence
 Community Relations Officer
 Quality Coordinator
 Safety & Rehabilitation Coordinator
 Risk Manager
 Stores Project Officer
 Stock Officer
 Stock Analyst
 Apple Accounts Officer
 Project Manager
 State Manager - SA
 Compliance Officer
 Senior IT Consultant
 Finance Manager
 Projects Manager
 Financial Controller
 Tourist Park Manager
 Director of Information Services
 Business & Workplace Advisor
 Director - Human Resources
 Project Manager - PAWR
 Event Manager
 Admissions & Community Relations Coordinator
 Human Resources Manager
 Senior Accountant
 Group Accounting Manager
 Human Resources Advisor
 Head of Junior School
 Compliance/Risk Accountant
 Production Coordinator
 Corporate Accountant
 Retail Duty Manager
 General Manager - City Services
 General Manager - City Projects
 Team Leader - Supply
 Planner/Scheduler
 Project OD Consultant
 Senior OD Consultant
 Manager - Engineering & Construction
 Communications & Marketing Mgr
 R&D Program Manager
 Principal OD Consultant

Jurlique International
 Barossa Community Store
 Land Management Corporation
 Adelaide University Union
 Adelaide Symphony Orchestra Pty Ltd
 Adelaide Symphony Orchestra Pty Ltd
 Medical Insurance Group Australia
 Ernst & Young
 Cobham Flight Operations
 Australian Satellite Services
 Coorong District Council
 Australian Satellite Services
 Johnson Winter & Slattery
 Mortgage Choice
 McGuigan Simeon Wines
 Cobham Flight Operations
 The Makris Group of Companies
 Cobham Flight Operations
 Department of Employment & Workplace Relations
 South Australian Cricket Association
 South Australian Cricket Association
 Prince Alfred College
 The Makris Group of Companies
 Adelaide Festival Corporation
 The Real Estate Institute of South Australia
 Castle Plaza Shopping Centre
 Edwards Marshall
 Australian Satellite Services
 Australian Satellite Services
 Cobham Flight Operations
 Energy Industry Ombudsman SA
 Cavpower
 Land Management Corporation
 ElectraNet SA
 ElectraNet SA
 City of Marion
 WorkCover Corporation
 City of Playford
 St Peter's College
 Edwards Marshall
 GWRDC
 SA Adelaide Language Centre (St Aloysius College)
 Adelaide Symphony Orchestra Pty Ltd
 McGuigan Simeon Wines
 Cobham Flight Operations
 Baker Young Stockbrokers Ltd
 Land Management Corporation
 Woodcroft College
 Adelaide Symphony Orchestra Pty Ltd
 TransAdelaide
 Baker Young Stockbrokers Ltd
 Land Management Corporation
 Medical Insurance Group Australia
 Land Management Corporation
 Jurlique International
 Jurlique International
 Australian Satellite Services
 Campion Education (McGills)
 McGuigan Simeon Wines
 City of Playford
 SACA
 Cobham Flight Operations
 The Makris Group of Companies
 St Peter's College
 Land Management Corporation
 McGuigan Simeon Wines
 City of Marion
 AGL
 Jurlique International
 Baker Young Stockbrokers Ltd
 Urban Pacific
 R&M Energy Systems
 Walkerville Council
 City of Playford
 AGL Wholesale Gas

Payroll/HR Officer
 Financial Controller
 Manager, Environmental Services
 Marketing & Membership Manager
 Marketing & Development Manager
 Human Resources Manager
 Legal Manager Submarines
 Proposal Manager
 IS Manager
 Engineering Manager
 Manager Development & Environmental Services
 Senior Technical Sales
 General Manager
 Field Marketing Manager/Franchise Recruitment Manager
 Export Financial Controller
 Taxation Manager
 GM Development
 Financial Controller
 Contract Relationship Manager
 State Coach
 Manager - Corporate Communications
 Finance Manager
 Assistant Property Manager
 Marketing Professional
 Training and Development Manager
 Retail Duty Manager
 Office Manager
 VSAT Technical Specialist
 IT & Satellite Systems Technician
 Senior Business Analyst
 Investigations Officer(s)
 Financial Accountant
 Senior Legal Counsel
 Senior Asset Manager
 Senior Finance Manager
 Unit Mgr - Open Space Services
 Senior Accountant
 Manager - Community Engagement
 Payroll Manager
 HR Manager
 Reception/Admin Assistant
 Office Manager
 Music Librarian
 Senior Accountant
 Senior Business Analyst
 Senior Accountant
 Project Manager - Playford North
 Head of Middle School
 Executive Assistant
 Senior Business Analyst
 Client Services Manager
 Asset Manager
 HR Manager
 Project Coordinator
 Payroll Officer
 Payroll Manager
 IT Generalist
 Corporate Services Manager
 Key Account Manager
 Playford North Place Manager
 Marketing Coordinator
 Senior Accountant
 Retail Property Manager
 Admissions Manager
 Events Manager
 Key Account Manager
 Civil Services Manager
 Business Partner, People & Culture
 Farm Operations Manager
 Manager, Risk & Compliance
 Director - Major Projects
 Finance and Administration Manager
 Manager Planning and Development
 Assets and Systems Officer
 Commercial Analyst

HAMB Systems
 City of Marion
 Jurlique International
 City of Playford
 GWRDC
 Land Management Corporation
 Land Management Corporation
 Land Management Corporation
 National Jet Systems
 AGL
 Land Management Corporation
 AGL
 Barossa Community Store
 GWRDC
 Woodcroft College
 Wallmans Solicitors
 Wallmans Solicitors
 Grape & Wine Research & Development Corporation
 City of Playford
 District Council of Mount Barker
 District Council of Mount Barker
 City of Playford
 Land Management Corporation
 Australian Satellite Services
 Woodcroft College
 City of Playford
 City of Playford
 Envestra Limited
 Baker Young Stockbrokers Ltd
 City of Playford
 Hyster South
 Brock Real Estate
 City of Playford
 Ernst & Young
 Land Management Corporation
 EIOSA
 HAMB Systems
 National Jet Systems
 Seymour College Inc
 The Makris Group of Companies
 Grape & Wine Research & Development Corporation
 Envestra Limited
 Adelaide Football Club
 The Makris Group of Companies
 Land Management Corporation
 The Makris Group of Companies
 The Makris Group of Companies
 The Makris Group of Companies
 SANFL
 Godfrey Pembroke Financial Consultants
 Home Cinema Studio
 Land Management Corporation
 Pulteney Grammar School
 The Cancer Council SA
 Adelaide Symphony Orchestra Pty Ltd
 McGuigan Simeon Wines
 Seymour College Inc
 Barossa Community Store
 Retravision D.A.D. Limited
 City of Marion
 CarFleet
 Barossa Community Store
 Bremerton Vintners Pty Ltd
 Adelaide Motors Pty Ltd
 Energy Industry Ombudsman SA
 Rural City of Murray Bridge
 The Land Management Corporation
 Glenn Industries Pty Ltd
 Glenn Industries Pty Ltd
 Adelaide Motors Pty Ltd
 REISA
 Muggletons Pty Ltd
 Rental Management Pty Ltd
 Coca-Cola Amatil (Aust) Pty Ltd
 Rental Management Pty Ltd

Client Services Manager
 Manager, Field Services
 Project Manager - International Markets
 Playford North Manager
 Compliance/Business Manager
 Project Director - Playford North
 Communications Manager
 Asset Manager
 Senior Financial Analyst
 Senior HR Advisor
 Senior Project Manager
 SA Transfers Manager
 Network Manager
 Project Manager
 Marketing Coordinator
 Finance Manager
 Business Development Manager
 Programs Manager
 Engineer Capital Works
 Engineering Manager
 Field Services Coordinator
 Team Manager Information Services
 Manager - Project Delivery
 Service Manager
 Deputy Head
 Manager - Finance
 Civil Engineer
 Business/Regulatory Analyst
 Business Development Manager
 Manager - People Relations
 Operations Manager
 Office Services Manager
 GM - Parks and Open Space
 Marketing Manager
 Environmental Project Manager
 Investigations Officer
 Technical Services Manager
 Manager - Financial Accounting
 Accounts Receivable/Payroll Manager
 Leasing Manager
 Project Officer
 Senior Accountant
 Manager Innovation, Systems & Projects
 Property Manager
 Project Director-Edinburgh Parks
 Chief Property Manager
 Accounting Manager
 Accounting Systems Manager
 Sponsorship & Publications Manager
 Senior Financial Consultant(s)
 After Sales Manager
 Asset Manager
 Network Manager
 Community Fundraising Manager
 Director of Marketing & Development
 Financial Controller - Export
 Director of Information & Communication Technology
 Senior Accountant
 General Manager Retail Operations
 Manager Development Services
 Company Accountant
 Human Resources Manager
 Sales Manager
 Senior Accountant
 Investigations Officer
 Senior Human Resources Advisor
 Manager Land Operations
 Operations Manager
 Project Manager/Senior Estimator
 Payroll/Finance Officer
 Legal Counsel
 General Manager
 Payroll Officer
 Commercial Manager
 Business Analyst

National Pharmacies
Prolift
Land Management Corporation
REISA
Coca-Cola Amatil (Aust) Pty Ltd
Adelaide Motors Pty Ltd
Barossa Community Store
Adelaide Motors
HomeStart Finance
HomeStart Finance
Rural City of Murray Bridge
Adelaide Motors
San Remo
Barossa Community Store

Retail Manager
Parts Supervisor
GM - Land & Property Development
Public Relations Manager
Marketing Services Manager
Finance and Administration Manager
Department Store Manager
Marketing Coordinator
Manager - Lending Policy
Business Analyst
Infrastructure Engineer
After Sales Manager
Finance Manager
Retail Manager

We would be pleased to provide names and contact details for referees in regard to the above assignments listed.

RELEASED

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

We Horner Recruitment (Respondent) on 17 March 2023 having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Horner Recruitment Systems Pty Ltd trading as Horner Recruitment 99 060 659 182
2. Contact Person	Kylie Heffernan, General Manager
3. Registered Address	Ground Floor, 232 Victoria Parade, East Melbourne VIC 3002
4. Postal Address	Level 6, 160 Queen Street, Melbourne VIC 3000
5. Telephone	03 9604 2888
6. Fax	03 9604 2828
7. Email	adelaide@horner.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Permanent Recruitment Services	1	\$52,487.50	\$5,248.75	\$57,736.25
Advertising – online				
Horner Website (featured advert + bespoke video)	1	Included	\$0.00	\$0.00
SEEK Premium Talent Search	1	\$375.00	\$37.50	\$412.50
Seek Premium advert with bespoke banner	1	POA	POA	POA
LinkedIn Recruiter Professional Campaign + Job Advert	1	\$425.00	\$42.50	\$467.50

Indeed Sponsored Campaign with targeted search	1	\$250.00	\$25.00	\$275.00
CareerOne	1	Included	\$0.00	\$0.00
Jora	1	Included	\$0.00	\$0.00
Adzuna	1	Included	\$0.00	\$0.00
Horner's social media campaign	1	\$250.00	\$25.00	\$275.00
Checks/Assessments:				
Police Check (if required)	1	\$105.00	\$10.50	\$115.50
Medical Assessment (if required)	1	\$415.00	\$41.50	\$456.50
Working with Children Check (if required)	1	\$175.00	\$17.50	\$192.50
Bankruptcy Check (if required)	1	\$400.00	\$40.00	\$440.00
ASIC check (if required)	1	\$42.00	\$4.20	\$46.20
Dictatorship Conflict of Interest Check (AU only) (if required)	1	\$248.00	\$24.80	\$272.80
Travel	Per day	\$100.00	\$10.00	\$110.00
Meals	Per day	\$100.00	\$10.00	\$110.00
Accommodation	Per night	POA	POA	POA
Flights	Per Person	POA	POA	POA
Value add or additional services available:				
Advertising – print (if required) eg The Australian	As required	POA	POA	POA
Panel Interview Participation - Horner Representative preparation and participation in The Committee Panel Interviews with nominated	3 hours per candidate	\$600.00 per candidate panel interview \$1,800.00	\$180.00	\$1,980.00

shortlisted candidates.				
Psychometric Testing - Creation of the McQuaig Job Survey™ report is free of charge. Additional charges will apply for individual McQuaig candidate profiles.	1	\$0.00 for McQuaig Job Survey™ report \$575.00 for individual McQuaig candidate profiles	\$0.00 \$57.50	\$0.00 \$632.50
Pearson Talent – Work Personality Indicator Horner is open to utilising Council’s preferred psychometric testing tool.	1	\$150.00	\$15.00	\$165.00
HR Consulting	Per hour	\$250.00	\$25.00	\$275.00

Terms & Conditions

Refer to attached Terms and Conditions of Business.

RELEASED

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Horner Recruitment (Horner) confirms we intent to comply with the Specifications and we have the capacity and capability to complete the process in a timeframe agreed with the CEO Performance Review Committee / Selection Panel (the Committee).

Horner, as an executive recruitment specialist, is pleased to submit our response to the Town of Walkerville's (Council) Request for Quotation (RFQ), to assist Council in the process of employing a new Chief Executive Officer (CEO).

We acknowledge Council's location in Adelaide, South Australia, and the importance of partnering with a recruitment specialist who will work in synch with Council and the Committee during this recruitment project.

We understand that the most important skills which are critical to the success of a CEO within Local Government are ethical accountability, the ability to understand the principles of leadership and critically the ability to work well with councillors. The successful candidate will be a strategic thinker who has exceptional governance and people management skills with the attributes of social, political, and economic awareness.

We understand Council is seeking a tailored service including:

1. Meeting with the CEO Performance Review Committee / Selection Panel (the Committee) to discuss options for the recruitment process.
2. Assist with the refinement of any/all documentation (if necessary).
3. Conduct all advertising on online platforms.
4. Assist with candidate shortlisting.
5. Assist the with panel interview preparation.
6. Conduct preliminary interviews with candidates (if necessary).
7. Conduct reference checking.
8. Assist the Committee with KPI setting.
9. Candidate notification – successful / unsuccessful.
10. Provide advice on an appropriate benchmarked remuneration package.

PROPOSED METHODOLOGY AND APPROACH

Homer will work in partnership with the Committee to achieve the ultimate goal of securing an experienced and high calibre individual to be appointed as CEO.

Homer's Recruitment Methodology is merit, skills / competency based, diversity focused, transparent, defensible, compliance and good practice focused. It is fluid and responsive to the employment market. Position specific methodologies can be developed. Our recruitment solution is always tailored specifically to the recruitment brief and focused on sourcing outstanding talent, utilising multiple best-practice channels including targeted advertising. In-house specialists assist with researching active and passive candidate markets whilst accessing our extensive pre-qualified database of candidates, networking, online community groups, industry contacts and web-based channels according to brief.

Recruitment Brief

- Homer to meet with the CEO Performance Review Committee / Selection Panel (the Committee) to discuss and confirm options for the recruitment process.
- Homer to gain a detailed recruitment brief from the Committee.

Documentation Refinement

- Homer to assist with the refinement of any/all documentation (if necessary).

Advertising / Executive Search

Executive Search and Advertised Search activities are undertaken concurrently, tailored to address the specific requirements of the Position Description and brief formulated with the Council and the Committee in addition to the agreed Recruitment Methodology.

Executive Search

Homer utilises both talent mapping and sourcing strategies to devise a longlist.

Talent mapping is developed to identify key talent in agreed sectors / organisations state-wide in South Australia and nation-wide to tap into the passive candidate market.

Homer's search strategy utilises research tools required to complete the process, which include:

- Talent mapping strategies to identify high quality candidates within and outside local government
- Industry research, insights, and intelligence
- Homer Database search
- Network & Alliance Partner search
- External databases of senior executives
- Consultant networks
- Resume Search Tools; enables Homer Recruitment to search for active and passive job seekers by experience, skills, qualifications and location for a targeted approach to source appropriate, qualified and experienced personnel.
 - LinkedIn Recruiter Professional & Premium Search;
 - SEEK Premium Talent Search; to search and access the entire pool of more than 8 million active and passive SEEK Profiles. This widens Homer Recruitment's results beyond the location of the job advertisement as well as speeds up the search and connection process. SEEK's "Approachability Signal" allows Homer Recruitment Consultants to easily gauge if a candidate may be open to work opportunities.
 - Indeed Resume Search; to search and access more than 3.4 million resumes in Australia on the Indeed database. Homer Recruitment can undertake detailed searches on a range of fields such as location, role, skills, qualifications and companies previously worked for. Indeed has a "Ready to work now" signal and capability to identify candidates that have recently updated

- their profile.
- CareerOne Resume Search; to search and access the 924,840 active and passive candidates with a CareerOne profile.

Homer will qualify the potential targets and identify whether they are suitable candidates.

This longlist of passive talent is reviewed in consultation with the Committee and a short list is developed.

Council qualified and interested individuals are progressed to an initial Homer interview.

Confidentiality is assured for candidates who might wish to withhold their identities at the preliminary stage.

Advertising - online

- Job boards
 - Homer Recruitment's job board
 - LinkedIn
 - SEEK - Premium advert (can be co-branded with council's logo, bespoke banner image and bespoke video.)
 - Indeed - Sponsored Campaign
 - CareerOne
 - Adzuna
 - Jora
- Social media; promotion on Homer Recruitment's social media channels:
 - LinkedIn
 - Facebook
 - Instagram
 - Twitter
 - Google MyBusiness
- Town of Walkerville's website

Advertising – Print (if required) (additional charges apply)

Application

Multi portal approach available to candidates:

- Telephone enquiry followed by application
- Online application
- Email
- LinkedIn

Screening & Selection – assessment of all candidates

Homer utilises custom screening templates to determine, in a consistent and defensible manner, suitability relative to the key selection criteria. Screening tools focus on the:

- Position Description
- Employee Specification
- Cultural fit
- Selection Criteria

Our focus is on previous experience and relevant transferable skill set. Screening and assessing against a set of pre-determined objective parameters ensures a best fit outcome that also complies with employment and IR legislation.

Homer to:

- Respond to enquiries in relation to the position
- Manage and acknowledge all applications

Confidentiality is assured for candidates who might wish to withhold their identities at the preliminary stage.

Interview with Horner Consultant

Homer utilises behaviour/competency-based interview technique, scored and secured with BARS (behaviourally anchored rating scales) to evaluate candidates. They are based on pre-determined competencies that are aligned to the position description that were defined at the initial briefing and needs analysis stage.

If using psychometric testing, the McQuaig Job Profile is completed at the initial stage by a key stakeholder within the organisation. It generates specific questions to ask relevant to the role which are added to the competency-based framework of questions that make up the interview guide.

Candidates are required to provide solid, specific, work-related examples of their experiences as a way of demonstrating they can meet the critical requirements (competencies) of a job. Homer will develop a Council specific competency-based interview guide that maps to the position description and agreed competencies for the position.

First round short listing

- Homer reports to the Committee on recommended short list. Shortlisted candidate referral packs include:
 - Suitability for the role
 - Relevant skills set
 - Competencies match to role
 - Qualifications
 - Interview observations
 - Salary expectations
 - Leave planned or holidays booked
 - Notice period
 - Full copy unedited version of the candidate resume

First round interviews with Committee

- Homer advises the Committee on interview strategies.
- In collaboration with the Committee, Homer develops interview questions based upon the approved selection criteria as well as a focus on behavioural requirements for the position. (additional charges apply)
- Homer coordinates interviews with the Committee and candidates. Homer representatives can be part of the interview panel (additional charges apply).
- Homer assists the Committee to narrow the candidate pool to a final list.

Psychometric Testing (if required) (additional charges apply)

Shortlisted candidates can undertake the McQuaig Word Survey to identify the candidate's behavioural style relative to the job requirements defined in the McQuaig Job Survey undertaken by the hiring manager. Alternatively we can offer the Pearson Workplace Personality Inventory Assessment. There are a number of assessments that can be made available.

Homer to provide a report to the Committee. The report provides information as to how the candidate will perform on the job, highlighting potential strengths and areas for development. Homer offers the Committee the option of utilising a current or preferred psychometric test.

Second round interviews (if required)

- Homer to draft interview questions.
- Homer coordinates interviews with the Committee and candidates.

Preferred candidate - Reference Checks

Homer conducts a thorough, tailored competency and situational based reference with a minimum of 2 previous managers. A full written report of the reference outcomes is provided to the Committee. For executive positions we recommend one reference from a manager the candidate reported to and one reference from a subordinate to assess their management style.

Homer's reference checks include:

Standard questions regarding:

- Eligibility criteria
- Confirmation of information e.g. employment history, dates of employment, reason for leaving
- Confirmation of roles, tasks, responsibilities, and outcomes.

Additional questions:

- Specific to the role, the PD specific to the employer profile; and
- Addressing any identified or perceived gaps/weaknesses arising from the screening, interviewing and psychometric profile process
- Additional questions or reference checks can be added to the process at any time. Homer also verifies the validity of the referees' ability to provide an objective response about the candidate.

We do not accept character references or friends or colleagues.

Preferred candidate – Checks/Clearances (as required) (additional charges apply)

Homer completes comprehensive background checks on preferred candidate which may include medical checks, police checks, child safety checks, bankruptcy or credit checks, directorship and solvency.

Final selection report

Homer to provide final selection report to the Committee.

Offer Negotiation

Homer negotiates the offer between the Committee and the successful candidate and acts as intermediary in terms of contract negotiation.

Homer acts as facilitator through the negotiation, ensuring appropriate clarification, negotiation and salary offer stage. Homer:

- Confirms all conversations/communication (documented)
- Gains clarity from Committee
- Facilitates signing and returning of contract
- Confirms notice period
- Facilitates relocation discussion (if required)
- Manages counteroffers

Candidate Engagement

Homer maintains a candidate engagement strategy throughout the lifecycle of the candidate. The period following the offer of employment stage until the candidate commences with the client, is a critical time to keep the candidate engaged especially if there is a long time lag. Homer communicates regularly during this period by phone/email/sms to 'keep the candidate warm'.

Post placement follow up support

After each recruitment assignment, Homer follows up at agreed intervals with both the candidate and client to ensure appropriate integration into the role and organisation. Feedback is gathered and provided to each party (under agreement).

Client involvement

The extent to which the client is involved is agreed at the commencement of the recruitment process. Establishing communication guidelines and frequency is key to ensuring the project is moving at an acceptable pace and minimises the loss of candidates to other job opportunities.

Candidate communication

Horner understands the importance of maintaining regular and relevant contact with candidates throughout the process. Generally, candidates are contacted with updates at least weekly and typically multiple times per week at relevant stages of the process to ensure they are fully engaged in the process.

Unsuccessful candidates

At the completion of any recruitment exercise there are unsuccessful candidates that need to be managed in a respectful manner that helps protect Horner and the brand of the client we are recruiting for. Horner provides relevant and constructive feedback, promptly, at each stage of the screening and selection process utilising numerous communication mediums appropriate to each stage of the process.

ABOUT HORNER RECRUITMENT

Horner has been "Connecting people, Shaping futures" since 1975. Proudly Australian-owned, Horner is an award-winning agency and one of the longest established and trusted brands boasting 48 years in the Recruitment and HR sector.

Principled through honesty, integrity and ethical practices, Horner is bound by a recognised industry Code of Conduct guided by best practice through active membership of our industry associations:

- Corporate Membership of the Recruitment, Consulting & Staffing Association of Australia & New Zealand (RSCA). Consultants are Individual Members. Our Director/owner, Peter Langford is a RSCA Life Member having served on the national board for 10 years and as Vice President for four years.
- Organisational Membership of the Australian Human Resources Institute (AHRI)
- Corporate Membership of the Victorian Chamber of Commerce and Industry (VCCI)
- Authorised Supplier of Procurement Australia
- Authorised Supplier of Municipal Association of Victoria (MAV)

Our primary business is the prompt supply of permanent recruitment and casual staffing services to support our clients through the peaks and troughs of their staffing needs. We recruit at all employment levels from entry level to executive, across a broad range of employee categories. We partner with all levels of Government, major corporate businesses, small start-up organisations, and not-for-profit organisations.

For 48 years we've never wavered from our original mission of delivering services built on real relationships. We take our partnerships with our clients seriously, applying a collaborative and structured approach to executive search, permanent recruitment, temporary staffing and HR services that recognises that your organisation is unique and requires a personalised solution.

KNOWLEDGE & EXPERIENCE

Our knowledge, experience, capability and capacity in the recruitment industry and government sector is evidenced by the following:

- Horner has successfully delivered recruitment services for 48 years and is a well-established and financially viable organisation.
- Horner has provided recruitment services to the Government sector for approximately two decades.
- Horner supplies recruitment services to over 150 individual departments within Local Governments.
- Horner is a long-standing service provider to Local Government under procurement arrangements

including Comensura, Procurement Australia, MAV, WALGA, Hays MSP and direct contract engagement.

- Horner has successfully sourced executive roles across councils, private and not-for profit organisations.
- Local Government clientele represents almost 20% of Horner's client base.
- Horner is proficient and understanding of Local Government compliance, standards & reporting requirements.
- Horner boasts enviable levels of recruitment experience, with an average 14 year's industry experience per consultant. Significant Local Government industry experience in Horner's nominated Service Delivery Team for Council ensures that you will be dealing with a committed, highly experienced, and knowledgeable team.

RELEASED

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	REC 21 000252	General Liability (Public Liability & Advertising Injury): \$20,000,000 in respect of any one claim or series of claims arising out of any one occurrence. Products Liability: \$20,000,000 in respect of any one claim or series of claims arising out of any one occurrence and in the aggregate during any one period of insurance.		15/09/2023	About Underwriting
Professional indemnity (if applicable)	REC 21 000252	\$20,000,000 any one Claim		15/09/2023	About Underwriting
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Horner Recruitment Systems Pty Ltd pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for Kylie Heffernan by an authorised representative in the presence of:	
_____ Signature of witness	_____ Signature of authorised representative
Shelley Sullivan	Kylie Heffernan
_____ Name of witness (print)	_____ Name of authorised representative (print)
	General Manager
	_____ Position of authorised representative (print)

TERMS AND CONDITIONS OF BUSINESS

ABN 99 060 659 182

Level 8, 160 Queen Street Melbourne Vic 3000

Victorian Labour Hire Licence Number: VICLHL01695

Queensland Labour Hire Licence Number: LHL-01784-L1R8B

Western Australia Employment Agents Licence Number: 2873

On-hired Worker

Hiring

Horner Recruitment Systems Pty Ltd (Horner Recruitment), as the Primary Employer, will make every effort to ensure Host Employer satisfaction by providing quality, skilled and reliable on-hired workers in accordance with the on-hire assignment details provided by you. Additionally, Victoria Police Criminal Record Checks/Probity Checks /Pre-employment Medical Examinations and other agreed checks on on-hired workers can be requested at the Host Employer's discretion and cost. The hiring of an on-hired worker by the Host Employer is deemed as acceptance of these Terms & Conditions. The Host Employer agrees to pay the hourly charge, as advised by Horner Recruitment at time of booking, for all actual hours worked. Overtime rates will be charged in accordance with the award or relevant employment agreement under which the on-hired worker is classified. Our minimum booking time is four (4) hours. No charge will be made by Horner Recruitment if we receive advice that an on-hired worker is unsatisfactory within the first four hours of their assignment. Upon Host Employer request, Horner Recruitment can terminate an on-hired worker with a minimum four (4) hours' notice.

Charges and Invoicing

Horner Recruitment's hourly charge rate includes payment of wages, superannuation, payroll tax and WorkCover. GST will be shown as an additional charge to you on our invoice. Hourly charge rates are subject to rises and falls that may impact from time to time. The Host Employer is invoiced weekly on seven (7) day payment terms. NB. Should your account exceed our trading terms, all costs, interest, and debt collection costs and any out-of-pocket expenses will be the liability of the Host Employer. Receipt of Host Employer approved timesheets will be deemed as acceptance of hours worked. Adjustments to hours already approved and paid can only be considered where the on-hired worker continues to be engaged by Horner Recruitment.

Engagement & Temp to Perm Transition

The Host Employer agrees to pay Horner Recruitment's Permanent Placement Fee should an on-hired worker be engaged or transition directly or indirectly by the Host Employer or by any organisation that provides services to the Host Employer, or is engaged by a related entity, during or within twelve (12) months of the completion of their last assignment for the Host Employer through Horner Recruitment. Horner Recruitment's introduction guarantee does not apply to on-hired workers who are engaged as above.

Annual Remuneration Package	Fee
\$0 to \$75,000	15%
\$75,001 to \$130,000	17.5%
\$130,001 plus	19%

Fees may be negotiated on a case-by-case basis for Temporary to Permanent Transitions dependent on number of hours completed as a Temporary On-Hired Casual.

Liability

The Host Employer acknowledges that we are not performing the services required of our on-hired workers; but are instead the supplier of our on-hired workers, at the Host Employer's request, to perform work that it has requested. From the time our on-hired workers report to the Host Employer for their duties they are under the care, control and supervision of the Host Employer for the duration of the assignment. In these circumstances, the Host Employer agrees we will not be liable to the Host Employer in respect of any damage, loss or injury of whatsoever nature or kind, however caused, whether by our negligence or the negligence of one of our on-hired workers, their servants or agents or otherwise, which may be suffered or incurred, whether directly or indirectly, in respect of the services provided under these conditions of the agreement.

Occupational Health and Safety (OHS)

The Host Employer agrees to provide Horner Recruitment with a job description for each assignment and to provide the appropriate induction for the on-hired worker to the workplace and to the related work duties or tasks. The Host Employer agrees to provide appropriate instruction, training and supervision to the on-hired worker in the job to which they are assigned. The Host Employer agrees not to allocate tasks or responsibilities to Horner Recruitment on-hired workers outside that of the agreed job description. The Host Employer will ensure all Horner Recruitment on-hired workers that are required to operate any item of mobile plant, fixed plant, or equipment is provided with the appropriate induction and instruction on its safe use and operation, and that appropriate competency assessments are completed and records kept of this assessment. The Host Employer agrees to assist Horner Recruitment to conduct an initial site OHS evaluation for hazard identification prior to the commencement of an on-hired worker, and to subsequent follow up site OHS evaluations on a 6 or 12 monthly basis, to be determined by Horner Recruitment based on the identified levels of risk exposed to our on-hired workers.

Injury Management

The Host Employer agrees to inform Horner Recruitment of any injury sustained by a Horner Recruitment on-hired worker as soon as is practicable and to provide copies of injury reports and accident investigations and to allow Horner Recruitment employees to conduct post-injury risk assessments in order to meet legislative requirements and for injury prevention purposes. For compliance and rehabilitation purposes, documentation must be forwarded to Horner Recruitment within 24 hours of any incident or accident.

Return to Work

Horner Recruitment and Host Employers each have a legal responsibility to cooperate with return-to-work obligations under the Workplace Injury Rehabilitation and Compensation Act 2013. If a Horner Recruitment on-hired worker sustains an injury whilst engaged at the Host Employer's place of work, the Host Employer agrees to cooperate with Horner Recruitment to meet its obligations to provide employment (where practicable), assist with the return-to-work plan and consult about the on-hired workers return to work.

Terms and Conditions of Business

A fee will be due and payable upon acceptance of an assignment and when an offer for any type of employment has been extended by a Client and accepted by a candidate, through the efforts of Horner Recruitment, irrespective of referral method used or position type. The Client agrees to advise Horner Recruitment within 24 hours of an offer and/or an acceptance of a position by a Horner Recruitment referred candidate.

The Client agrees to pay the scheduled fee if it engages a Horner Recruitment-referred candidate within 12 months of referral, or within 12 months of completion of a temporary, casual, part time, consulting or contract assignment. This includes any referral by a Client to other organisations that provides services to the Client, or engagement by a related entity.

Should a Horner Recruitment consultant, contractor, temporary or other type of employee be engaged by a Client for any type of position, (either by their own application or direct approach from the client), then the appropriate scheduled fee will be due and payable. Horner Recruitment requires notice within 24 hours if a referred candidate fails to start, leaves or is terminated within the guarantee period. The Horner Recruitment guarantee is not applicable if a candidate is retrenched. (Refer to Recruitment Guarantee below).

Our trading terms are seven (7) days from date of invoice. Should your account exceed our trading terms, all costs, interest, and debt collection costs and any out-of-pocket expenses will be the liability of the Client. The above Terms and Conditions including our trading terms must be met for our guarantee to take effect.

Recruitment Guarantee

The team at Horner Recruitment takes pride in their commitment to give quality service and provide value for money to Clients. Should (within the period set out in the Schedule of Recruitment Fees) our referred candidate withdraws from or prove unsatisfactory for the role to which they were appointed for a reason which should have been identified within the selection process, Horner Recruitment guarantees to recruit a (one) replacement candidate. No further guarantee applies to a replacement candidate. The Guarantee can only be invoked when the invoices rendered for the recruitment service has been paid in full within the due date.

The Client agrees to allow Horner Recruitment the opportunity to source a suitable replacement, irrespective of whether the original candidate commenced or not. The job description for the replacement candidate can only be amended by agreement. If Horner Recruitment is unable to re-fill the original vacancy within 30 days, it will allow a 75% credit of the original Placement Fee towards any future permanent recruitment assignment that is commenced within 6 months from the end of the 30-day period. Should no replacement be required, or the position be withdrawn by the Client, 75% of the original Placement Fee will be retained and the balance credited to your account, which will remain valid for 6 months and can only be used against future permanent recruitment (not temporary hire). The replacement invoice will be amended

We agree with and accept the above Terms & Conditions:

Organisation/Company Name: _____ ABN: _____

Trading name (if different from above): _____

Authorised Person (Please print name): _____ Signature: _____

Date: ____/____/____

Please complete and return to Horner Recruitment

according to the Schedule of Recruitment Fees and additional advertising will be at the client's cost.

Schedule of Permanent Recruitment Fees

To calculate a fee, the percentages listed below are applied to a candidate's total annual remuneration package. The package includes base salary, superannuation, and all other benefits, calculated in cash value. A motor vehicle is valued at \$15,000 pa or as otherwise stated.

Annual Remuneration Package	Fee	Guarantee
\$0 to \$75,000	15%	3 months
\$75,001 to \$130,000	17.5%	3 months
\$130,001 plus	19%	6 months

- Remuneration offered to candidates for Part Time roles will be annualised and the above scale of fees will apply
- Our minimum Fee is \$5,000
- GST will be added to the above Recruitment Fees

Invoicing

Horner Recruitment's Permanent recruitment services are provided on a Retained basis. The assignment is managed by Horner Recruitment until a successful appointment is made. Search methods and other resources may be utilised in addition to advertising. Fees for Permanent assignments are on the fee scale shown above and are invoiced as follows:

- Retainer Fee: 30% of the estimated fee in advance/upon acceptance of the assignment. This fee is non-refundable.
- Placement Fee: The balance of the fee when an offer for any type of employment has been extended by the Client and accepted by a candidate. The Placement Fee will be calculated on the actual remuneration offered to the candidate less the Retainer Fee.

Referrals

The receipt of a resume from Horner Recruitment is obligation free and represents acknowledgement and acceptance of Horner Recruitment's Fees, Terms and Conditions of Business. The above fees will only apply if a candidate accepts an offer made by you for any position with your organisation, its subsidiaries or associates as described in our terms and conditions. Whilst every care is taken to provide accurate information, the Client must satisfy itself that they have checked all relevant information regarding the suitability of any referred applicant before making an offer of employment.

Advertising and Expenses

Print, online and any other agreed medium of advertising or candidate attraction for assignments shall be an additional client cost. Agreed out-of-pocket expenses will be invoiced when they are incurred. The fee's for these costs are non-refundable.

HUDSON GLOBAL RESOURCES (AUST) PTY LIMITED

Response to :

RECRUITMENT SERVICES FOR THE POSITION OF CHIEF EXECUTIVE OFFICER

Reference Number : VP349315

Response posted on 17/Mar/23 01:31 PM

Response Reference: none provided

Response ID: VPR598127

Response created by:

Carolyn Rogers (carolyn.rogers@hudson.com)

Response posted via the HR Services & Recruitment

[Town of Walkerville](#)

RELEASED

Response from:

Response ID: VPR598127

Created Date: Friday 17/Mar/23 01:27 PM

Posted Date: Friday 17/Mar/23 01:31 PM

Response reference: None provided

Response via: HR Services & Recruitment

Business: HUDSON GLOBAL RESOURCES (AUST) PTY LIMITED
ABN 21 002 888 762
Location: 20 Bond St
Sydney
2000, New South Wales Australia

Contact: *Contact Name:* Carolyn Rogers
Position: Bid Manager
Main Phone: +61 409 621 279
Mobile Phone: None Provided
Email: carolyn.rogers@hudson.com

Web Site: None provided
Description: Recruitment Business
Docs attached by the list admin to this supplier: None..

Compliance Details:
Modern Slavery Statement View to validate statement This company has submitted their Modern Slavery Statement. Click on 'View Details' to link to the register to review and...

Selection Status:

Your decision Undecided

Your personal notes:

None added

Your attachments to this response

None provided

Suppliers response:

Please find attached Hudson's response to your RFx

Supplier provided pricing

Price EXCLUDING Tax: \$ 33,000.00 AUD
Tax component: \$ 3,300.00 AUD

TOTAL PRICE:	\$ 36,300.00 AUD
These prices are:	Estimated
Comments:	There could be additional fees if requested - these have been included in our submission

Invoicing Details

If successful, the supplier will invoice with the following details

Business Name:	HUDSON GLOBAL RESOURCES (AUST) PTY LIMITED
Business Number:	21 002 888 762 (ABN)

Suppliers Attachments

The supplier has attached 1 document to this response. You can find it in this zip file under
'Responses/HUDSON_GLOBAL_RESOURCES_(AUST)_PTY_LIMITED/VPR598127/Response Docs/'

RELEASED

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

LEADING ROLES (Respondent) on 6th February 2023 having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Sustainable Advantage T/as Leading Roles ABN 53 142 460 357 ACN 142 460 367357
2. Contact Person	Mark Ogston
3. Registered Address	19 Lunn Street, Sandgate, Qld, 4017
4. Postal Address	PO BOX 667, SANDGATE QLD 4017
5. Telephone	0407 674 412
6. Fax	
7. Email	Mark.ogston@leadingroles.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Leading Roles propose to provide our services on an exclusive retained basis, with a lump sum fee.		\$19,200.00	\$1,920.00	\$21,120
The only additional fees will be expenses incurred for candidate travel.	These expenses will be on-charged at cost in our final invoice. Please note that Leading Roles will always seek the most practical and cost-effective travel arrangements.			

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

As per the specifications as outlined in Section B, Leading Roles hereby advise that we will comply with the aforementioned specifications.

Along with Council's specifications, set out below are additional services that are included in the Leading Roles quote.

- Personality Assessment – OPQ32 Leadership
- Motivational Questionnaire Report
- Leading Roles Assessment Interpretation
- Qualification checks
- Australian bankruptcy (per candidate) verification check
- Australian business interests (per candidate) verification check
- Media and social media checks (per candidate)
- Travel concierge – organisation of all candidate travel arrangements
- Advertising included in our fee:
 - SEEK standout advertisement.
 - LinkedIn job advertisement.
 - Local Government Job Directory.

Schedule 3 Timeframe

TASK	TIME FRAME
PROJECT INCEPTION <ul style="list-style-type: none"> • Formalise job brief and develop project timeframes. • Design candidate information pack and draft advertisements. 	
ADVERTISING, TALENT SEARCH, CANDIDATE ENGAGEMENT/SCREENING <ul style="list-style-type: none"> • Commence advertising campaign and talent search. • Continue talent search, engage with networks and potential candidates. • Pre-screen and evaluate candidate applications. 	WEEK 1 - 3
INITIAL INTERVIEWS, SHORTLIST RECOMMENDATIONS <ul style="list-style-type: none"> • Conduct initial applicant interviews. • Present shortlist report. 	WEEK 4
CLIENT INTERVIEWS, VERIFICATION CHECKS, OFFER NEGOTIATION <ul style="list-style-type: none"> • Coordinate client interviews. • Complete reference checks. • Facilitate psychometric assessments. • Provide candidate summary report. • Present and negotiate offer to successful candidate. • Notify unsuccessful candidates and provide feedback. 	WEEK 5-6



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	BN-CAS-22-499144	\$20,000,000		30 April 2023	Liberty Specialty Markets
Professional indemnity (if applicable)		\$5,000,000	\$10,000,000		
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					We do not have Workers Compensation for SA however this process can be expedited immediately if we are awarded this campaign.
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

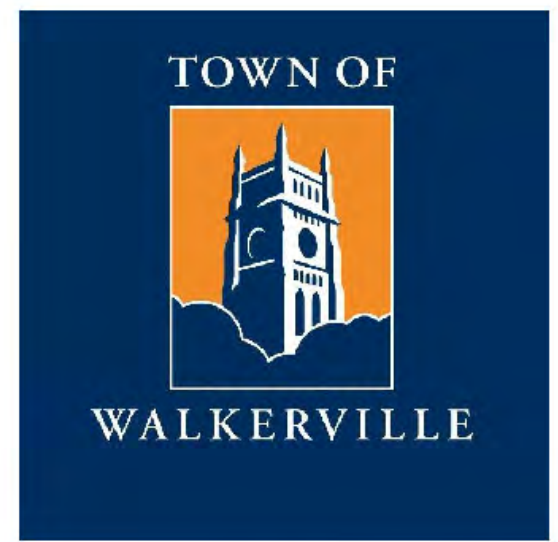
Executed by Leading Roles pursuant to section 127 of the <i>Corporations Act 2001</i>	
 _____ Signature of Director MARK OGSTON, DIRECTOR Name of Director (print)	 _____ Signature of Director ELEANOR OGSTON, DIRECTOR Name of Director/Company Secretary (print)
OR _____ Signature of Sole Director and Sole Company Secretary _____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for [Insert Representative's name] by an authorised representative in the presence of:	
_____ Signature of witness _____ Name of witness (print)	_____ Signature of authorised representative _____ Name of authorised representative (print) _____ Position of authorised representative (print)



Leading Roles[®]

People ▶ Performance ▶ Partners

CHIEF EXECUTIVE OFFICER TOWN OF WALKERVILLE



**TRANSFORMING LOCAL GOVERNMENT THROUGH
HIGH PERFORMING PEOPLE**



TO: CR MELISSA JONES, MAYOR, TOWN OF WALKERVILLE

Date: 10 March 2023

Dear Cr Jones

Thank you for the opportunity for Leading Roles to assist with the recruitment and selection of a **Chief Executive Officer**.

We are specialists in recruiting leaders for local governments and have placed many similar roles over the last 10 years. At Leading Roles, we understand what successful leadership in local government looks like and we bring our knowledge, insight, and specialist experience to the sourcing, evaluation, and recommendation of suitable candidates. As the largest local government specialist recruitment team in Australia, we offer best practice recruitment processes, trusted advice to our clients, and exceptional candidate care.

We are specialists in assisting Mayors and their councils in selecting leaders for their local government organisations. We have a proven track record of placing high-performing leaders in local governments, and I have personally recruited more than 40 Chief Executives and General Managers for local governments in Australia. The quality and performance of our placements have helped our clients become the most successful councils in the country.

In Leading Roles, you will have an engaged and committed partner. Transforming councils through high-performing people is our core purpose, and we are excited about the opportunity of supporting your mission at **Town of Walkerville**.

Our team is available to deliver this project for you immediately.

We hope this proposal meets your requirements and that we can assist you to achieve a successful outcome. If you have any questions, please do not hesitate to call.

Yours sincerely



Mark Ogston, Principal & Director

Leading Roles

+61 407 674 412 | mark.ogston@leadingroles.com.au



CONTENTS

	Page		Page
Our understanding of the role	<u>4</u>	Referees	<u>14</u>
About Leading Roles	<u>5</u>	Our recruitment experience	<u>16</u>
The Leading Roles difference	<u>6</u>	Your executive recruitment team	<u>18</u>
Our unique approach	<u>7</u>	Recruitment timeframes	<u>19</u>
Candidate sourcing	<u>8</u>	Executive recruitment inclusions	<u>20</u>
Our recruitment methodology	<u>9</u>	Our service fees	<u>21</u>
Candidate and client care	<u>10</u>	Additional services	<u>22</u>
Our clients & testimonials	<u>11</u>	Temporary staffing solutions	<u>24</u>

OUR UNDERSTANDING OF THE ROLE

We understand that this is a time of opportunity for your future CEO to continue to lead strong strategy, policy and operations, creating a sustainable and resilient Township for future generations and an organisation that has the highest focus on the wellbeing of your residents.

Whilst The Town of Walkerville is a relatively small council, it is a well-regarded community-focused organisation that offers high levels of service to a wealthy, well established and predominantly professional community.

We will work closely with you to identify candidates who are excited by this opportunity and to ensure a successful and sustainable outcome for your council and community.

We understand that your current CEO base salary ranges from \$200,000 to \$250,000, and that will provide remuneration advice to both the Performance Review Committee and Selection Panel Committee.

We are a highly experienced specialist recruitment provider with over 40 GMs and CEOs placed in councils in Queensland, New South Wales, Northern Territory and Victoria.

Whilst we have not yet placed a CEO in South Australia, we have worked closely with Justin Commons, CEO, Whyalla City Council and we are very keen to continue to build our CEO recruitment profile in the SA Local Government market.



ABOUT LEADING ROLES

Leading Roles was established in 2012 by Mark and Eleanor Ogston, focusing on delivering high-quality executive recruitment services to local government.

Our goal is to transform local governments through high-performing people.

We have a shared purpose with councils and are committed to making a difference in our communities through talented people.

With the largest local government specialist recruitment team in Australia, we have placed 40 Chief Executive Officers, 150 Executives and Directors, and more than 700 local government staff into executive, professional, and specialist technical roles.

We offer full-service executive and professional recruitment, short-term appointments, and specialist HR services for local governments in Australia.



THE LEADING ROLES DIFFERENCE

Shared purpose with councils

Our goal is to transform local governments through high-performing people. We have a shared purpose with councils and are committed to making a difference in our communities through talented people.

Focused ONLY on the needs of local government

We are a local government specialist provider of recruitment and human resources advisory services. Our recruitment methodology and leadership assessment framework are specifically modelled on the needs of local councils. Our specialisation, expertise, and experience ensure that we recommend leaders who have the skills, attributes, and values to deliver high value to the communities that they serve.

Australia's most experienced local government recruitment team

Over the last ten years, we have invested heavily in our people who have extensive executive, technical and operational experience within local government. Our General Manager and Principal have been engaged in the local government sector for 25 years and each of our senior talent consultants has more than 20 years of recruiting experience.

Proven track record in placing high-performing people

Since 2012, we have placed over 700 local government staff into executive, professional, and specialist technical roles. Our placements are highly regarded individuals with contemporary leadership practices and excellence in their professional and technical disciplines. They have transformed their organisations into some of Australia's highest-performing councils.

42

CEOS & GMS
PLACED



150

EXECUTIVES &
DIRECTORS PLACED



700+

SPECIALIST & TECHNICAL
STAFF PLACED



12,000+

REGISTERED
CANDIDATES



17

DEDICATED
TEAM MEMBERS





OUR UNIQUE APPROACH

We take the time to understand your needs

We start each project with a detailed briefing discussion with your team to build a 360-degree view of the role and identify the qualities of the person you are looking for. Using this information we bring our knowledge, insight, and specialist experience to the sourcing, evaluation, and recommendation of suitable candidates.

Marketing support to set you apart

Our Marketing team will design and create a tailored candidate information pack, highlighting the role, along with information about your council and region. Using this information, we will deliver a comprehensive recruitment marketing campaign across our digital media channels and database.

Multi-channel sourcing strategy

Recruitment projects are, at their heart, communication projects and in the sourcing-and-securing phase of the project, we operate a multi-channel sourcing strategy to generate interest in the role and your council, team, and community. This encompasses a broadcast advertising campaign, narrowcast targeted talent search using our database, and recruitment-specific headhunting tools. We also seek recommendations and referrals from our network for potential candidates who match the brief.

Assuring success and minimising risk

Leading Roles assures success and de-risks your executive recruitment by creating a rigorous platform for making hiring decisions. We bring together industry-specialist expertise, a structured project management approach, targeted competency-based psychometric assessment, and apply rigorous verification tools to develop a clear picture of the candidate's suitability for the position. Our recruitment process also includes 6 touchpoints with candidates prior to making a recommendation, enabling observation of the candidate through formal and informal context over time, and evaluation of the candidate's fit, personal style, and temperament against the council's requirements. This also provides an exceptional level of candidate care.

Overall, this approach enables us to gain a greater appreciation of the candidate's fit for the role, their capabilities, and suitability for the position and assures a quality outcome for your organisation.

CANDIDATE SOURCING

Creative Advertising

Advertising currently accounts for 42% of our placements into councils. Our Marketing Manager creates visually engaging and contemporary marketing content and where possible we will include video links and images that represent your council and region. We will deliver a recruitment marketing campaign via social media and if requested industry specific job boards such as the Local Government Job Directory. The position will also be posted, shared, and promoted via our digital media channels LinkedIn, Facebook, and advertised on the Leading Roles website, and distributed to candidates who have subscribed to our job alerts.

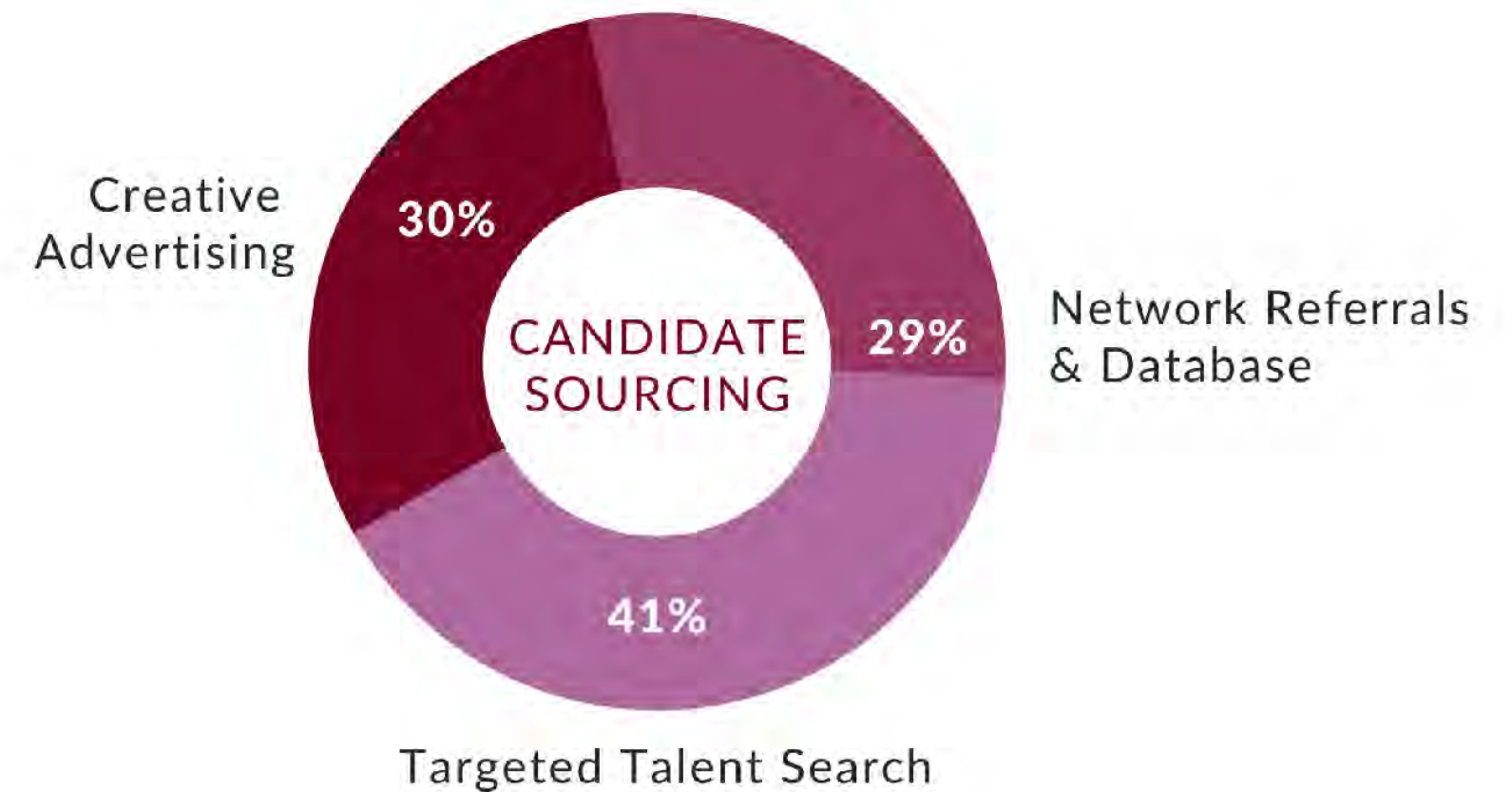
Network Referrals and Database

Our people are our strength, and 29% of our placements come from the networks of our specialised team and our database. Our General Manager and Principal have been engaged in the local government sector for 25 years and each of our talent consultants have more than 20 years' recruiting experience. We have well established networks throughout the local government sector in Australia and New Zealand and we use our networks for developing and maintaining relationships with the industry's leaders to:

- Inform ourselves of best practice in council service delivery,
- Make informal and discreet enquiries for integrity and performance checks, and
- Develop a source of referrals for new projects and candidates.

Targeted Talent Search

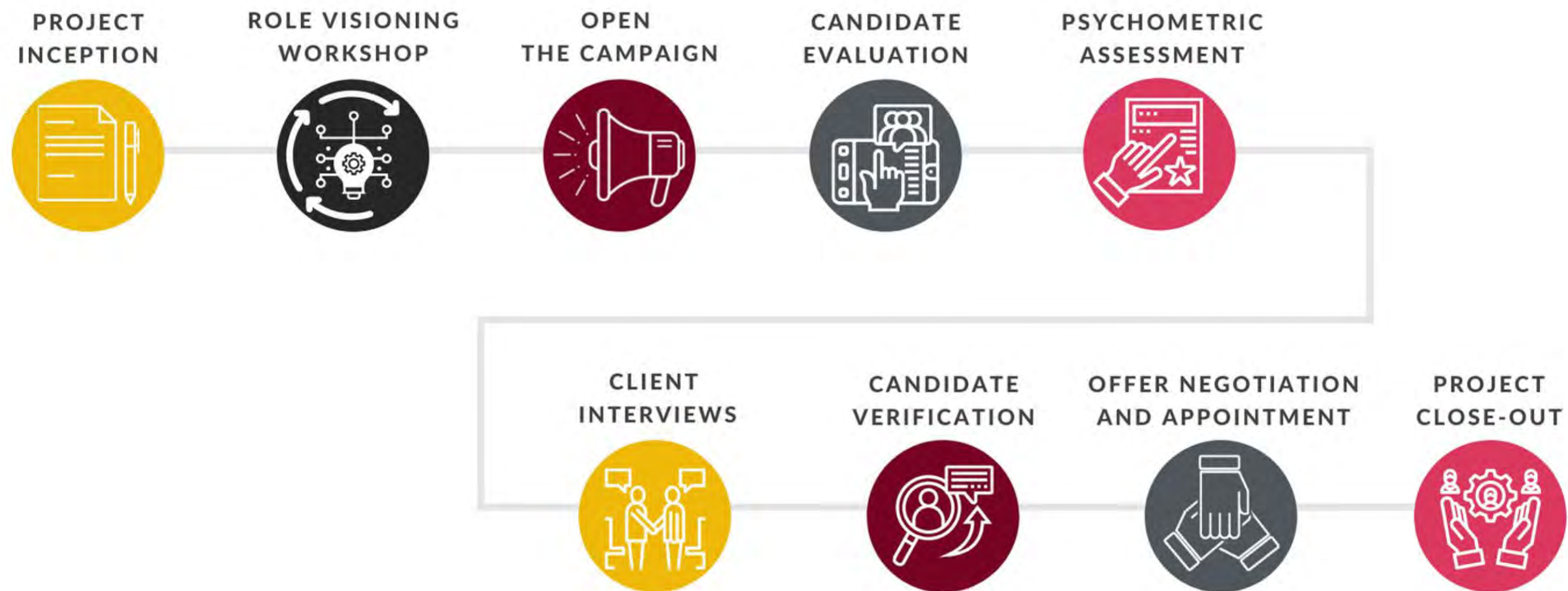
29% of our candidates are placed through the work of our dedicated team of Talent Search consultants, who utilise a range of tools to identify and engage with both passive and active candidates both in Australia and in other regions. Our search team communicates the challenges and opportunities of the role in their engagement with candidates. In addition, candidates who express an interest are handed over to our recruitment team and receive a detailed briefing discussion and initial evaluation of suitability.



OUR EXECUTIVE RECRUITMENT METHODOLOGY

A summary of our Executive recruitment service is demonstrated below, with [full details available here](#).

Our Executive methodology provides a high level of service and is designed for the recruitment of Chief Executive Officers. Our methodology includes detailed interviews with an agreed long list of candidates, resulting in the presentation of a recommended shortlist report for council's consideration. Following council's confirmation of shortlisted candidates, Leading Roles will undertake psychometric testing using several instruments to assess leadership attributes and preferences.



CANDIDATE AND CLIENT CARE

Our values define us

Our team culture is founded on respect for each other, acting with integrity, being accountable for our actions and living our shared values. These are our behaviours and what you can expect from working with our team.

Our goal is to work with you as a committed partner in the long-term development of your organisation and its service to your community. We will not target candidates or staff from your organisation or approach them for future assignments.

We are committed to the long term

We will establish a regular post-placement cycle of engagement with you and the candidates we place in your organisation to ensure your ongoing satisfaction, the wellbeing of our placements, and the continuous improvement of our service.

At Leading Roles, we value feedback from our clients and candidates. We send surveys to our clients and candidates at the end of each project to measure and understand their satisfaction, evaluate and improve our services, and to better serve and meet our customer's expectations.

Our current client satisfaction (net promoter) score is 4.5/5 and our current candidate satisfaction score is 4.9/5.



“This was one of the best application processes that I've experienced, keep up the great work.”

– Deon Matthee, Candidate for Principal Internal Auditor, Gladstone Regional Council



OUR CLIENTS



"I highly recommend Mark and his team at Leading Roles. I recently applied and was successful for the position of CEO at the City of Gold Coast, the process was expertly run by Leading Roles."

As a consequence of the outstanding job that Leading Roles did in undertaking the recruitment for the CEO position we have subsequently used them on multiple recruitment roles and without exception they performed exceptionally well and in a highly professional manner.

Once again, I have no hesitation in recommending Leading Roles to undertake recruitment for any position in your organisation."

- Tim Baker, Chief Executive Officer, City of Gold Coast



"I have been extremely happy with the work Leading Roles has delivered. I am ecstatic with how the GM recruitment campaign was managed and the extraordinary work that Mark did with our Elected Group."

Leading Roles has a contemporary approach and brought a different perspective to GM recruitment to the NSW local government sector. I am very excited to have our new GM on board."

- Ron Campbell, Mayor, Narrabri Shire Council

REFEREES



"Leading Roles were awarded the contract to undertake our CEO recruitment process in the second half of 2021. It was a sensitive time as our previous CEO (appointed using another recruitment agent) had only lasted in the role a matter of weeks before resigning For personal reasons and there was considerable media speculation and organisational unrest. Council delegated the responsibility For the recruitment process to Mayor Tate, and as his Chief of Staff, I was the day-to-day contact For Leading Roles.

Mark Ogston led the process for Leading Roles. The Mayor held an initial briefing with Mark where he advised that we needed an experienced, resilient leader with suitable government experience and considerable commercial acumen. Leading Roles assembled an excellent field through their advertising and proactive search process, and the Council was ultimately unanimous in its decision to appoint Mr Tim Baker to the role. Tim has been in the role For 12 months and has performed most competently in that time leading major organisational reform, keeping the organisaton settled and productive through that process, and delivering significant operational savings whilst hitting virtually all of his KPI's on time.

Mark's strengths were his strong, clear and honest lines of communication with the Mayor's Office, his capacity to take all Councillors on the journey when required to address them and provide updates, delivery of a very strong and defensible recruitment process and complete confidentiality at all times.

Mark also led the Council through the interview process including preliminary interviews with Mayor Tate and a sub-committee very competently. His vetting and shortlisting of all initial candidates was most thorough, his judgement and recommendations were extremely sound and the written information (File) provided to the Office of the Mayor was thorough yet suitably succinct.

We would not hesitate to use Mark (Leading Roles) again for a CEO recruitment and indeed we have maintained our relationship with Leading Roles in a number of executive appointments since our CEO recruitment process."

Luke Wallace

Chief of Staff to Mayor Tom Tate

City of Gold Coast

M 0409 492 227 E lw Wallace@goldcoast.qld.gov.au

REFEREES CONTINUED



Luke Connery
Acting Chief Risk and Compliance Officer
City of Gold Coast
M 0422 193 930 E lconnery@goldcoast.qld.gov.au



Andrew Brown
Director Planning, Strategy and People
Narrabri Shire Council
M 0409 135 163 E andrewb@narrabri.nsw.gov.au



Margot Stork
Chief Executive Officer
North Burnett Regional Council
M 1300 696 272 E margo.stork@northburnett.qld.gov.au

OUR RECRUITMENT EXPERIENCE

Since 2012 we have placed over 700 local government staff into executive, professional, and specialist technical roles.

Below is a sample of our most recent placements.

EXECUTIVES	
JAN 23	Chief Financial Officer – Lockyer Valley Regional Council
JAN 23	Chief Executive Officer – Murweh Shire Council
DEC 22	Chief Executive Officer – Whitsunday Regional Council
DEC 22	Chief Executive Officer – Warrnambool City Council
DEC 22	Director of Infrastructure - Shire of Ashburton
NOV 22	Director Operations – Goulburn Mulwaree Council
OCT 22	Chief Financial Officer – Narrabri Shire Council
OCT 22	Chief Executive Officer – Kowanyama Aboriginal Shire Council
SEPT 22	Director Infrastructure Services – Paroo Shire Council
AUG 22	General Manager – Narrabri Shire Council
JUL 22	Director of Engineering – Doomadgee Aboriginal Shire Council
JUL 22	Director of Infrastructure Services – Upper Lachlan Shire Council
JUN 22	Chief Financial Officer - City of Gold Coast
JUN 22	Chief Executive Officer - Cook Shire Council
JUN 22	Director of Infrastructure Services - Paroo Shire Council
MAY 22	Chief Information Officer - City of Gold Coast
APR 22	Chief Executive Officer - North Burnett Region Council
APR 22	Chief Financial Officer - Charters Towers Regional Council
JAN 22	Executive Manager - Tablelands Regional Council
JAN 22	Executive Manager Organisational Development and Culture - Fraser Coast Regional Council

CORPORATE SERVICES	
JAN 23	Assistant Financial Accountant – Clarence Valley Council
DEC 22	Contracts & Projects Coordinator – Narrabri Shire Council
DEC 22	Manager Engaged Communities - Isaac Regional Council
NOV 22	Manager City Operations - Whyalla City Council
NOV 22	Executive Manager Corporate Services & Finance - Kowanyama Aboriginal Shire Council
OCT 22	Finance Officer - Mornington Shire Council
OCT 22	Corporate Communications Manager – Balonne Shire Council
OCT 22	Grants Officer – Narrabri Shire Council
OCT 22	Grants Officer – Balonne Shire Council
OCT 22	Manager Commercial Strategy – Dubbo Regional Council
OCT 22	Executive Assistant – Narrabri Shire Council
SEPT 22	Growth Planner – Dubbo Regional Council
SEPT 22	Manager People and Culture – Central Desert Regional Council
SEPT 22	Chief Legal Officer – Gladstone Regional Council
AUG 22	Manager Financial Services – Isaac Regional Council
AUG 22	Management Accountant – Northern Peninsula
AUG 22	Manager Finance & Administration – Quilpie Shire Council
JUL 22	Workplace Health & Safety Coordinator – Whitsunday Regional Council
JUL 22	Senior Governance and Risk Officer – Scenic Rim Regional Council
JUL 22	Strategic Property Specialist – Gladstone Regional Council
JUN 22	Governance & Legal Coordinator - Whitsunday Regional Council
JUN 22	Manager Finance Services - Balonne Shire Council
JUN 22	Principal Internal Auditor - Gladstone Regional Council
JUN 22	Grants Officer - Balonne Shire Council
JUN 22	Coordinator Management Accounting - Central Highlands Regional Council

OUR RECRUITMENT EXPERIENCE CONTINUED

INFRASTRUCTURE	
DEC 22	Manager Projects & Capital Works – Edward River Council
DEC 22	Technical Investigations Officer – Gladstone Regional Council
NOV 22	Asset Engineer – Infrastructure Planning – Lockyer Valley Regional Council
NOV 22	Executive Manager Roads, Infrastructure & Essential Services – Kowanyama Aboriginal Shire Council
OCT 22	Asset Technical Officer – Centralised Maintenance Planning – Whitsunday Regional Council
OCT 22	Manager Roads and Stormwater – Tweed Shire Council
OCT 22	Manager Infrastructure Delivery – Tweed Shire Council
OCT 22	Project Engineer – Dubbo Regional Council
SEPT 22	Project Engineer – Kyogle Council
SEPT 22	Manager Civil Services – Clarence Valley Council
SEPT 22	Manager Roads – Bourke Shire Council
SEPT 22	Asset Engineer – Infrastructure Planning – Lockyer Valley Regional Council
AUG 22	Graduate Civil Engineer – Lockyer Valley Regional Council
JUL 22	Manager Roads and Drainage – Whitsunday Regional Council
JUL 22	Manager Engineering Asset Solutions – Gladstone Regional Council
JUL 22	Works Coordinator – Whitsunday Regional Council
JUL 22	Senior Engineer (Water, Wastewater & Stormwater) – Gladstone Regional Council
JUL 22	Technical Investigations Engineer – Gladstone Regional Council
JUL 22	Senior Technical Officer – Gladstone Regional Council
JUN 22	Asset Management Coordinator - Burdekin Shire Council
JUN 22	Manager Operations - Charters Towers Regional Council
JUN 22	Manager Transport Infrastructure - Balonne Shire Council

OTHER	
OCT 22	Corporate Communities Manager – Balonne Shire Council
AUG 22	Manager Planning and Development – Narrabri Shire Council
AUG 22	Planning Services Coordinator – Kyogle Council
JUL 22	Manager Rural Services & Compliance - Balonne Shire Council
JUL 22	Manager Development Assessment – Whitsunday Regional Council
JUN 22	Manager Planning & Development – Charters Towers Regional Council
JUN 22	Manager Planning & Development - Charters Towers Regional Council
APR 22	Coordinator Development Assessment - Lockyer Valley Regional Council
MAR 22	Coordinator Development & Engineering - Mackay Regional Council
MAR 22	Manager Planning & Development - Burdekin Shire Council
MAR 22	Principal Development Planner - Mackay Regional Council
MAR 22	Local Laws Officer - Lockyer Valley Regional Council

[Click here to view our placements for the last 2 years.](#)

YOUR EXECUTIVE RECRUITMENT TEAM

For this Executive recruitment service, we will assign our senior recruitment team for the duration of the project.



MARK OGSTON, PRINCIPAL

Mark will personally oversee the executive search and recruitment effort and will draw on his extensive network to identify and attract high quality candidates for your consideration. [Find out more about Mark](#)



JEANETTE GRAHAM, TALENT ACQUISITION SPECIALIST

Jeanette will identify candidates with a history of executive success relevant to this position and support the targeted candidate engagement and marketing of these roles. [Find out more about Jeanette](#)



BELINDA WALKER, EXECUTIVE TALENT CONSULTANT

Belinda will lead and manage the candidate engagement, screening and assessing candidates, preparing reports and undertaking verification checks. [Find out more about Belinda](#)



DEE DU TOIT, RECRUITMENT SUPPORT OFFICER

Dee will provide recruitment administration support and coordinate interviews and candidate travel bookings as required. [Find out more about Dee](#)



CARLA ANDERSON, MARKETING MANAGER

Carla will drive our social campaigns and work collaboratively with your council to ensure our messaging and branding are aligned with your corporate goals.

[Meet the rest of our highly experienced local government recruitment and HR specialist team.](#)

INDICATIVE RECRUITMENT TIMEFRAMES

TASK	TIME FRAME
<p>PROJECT INCEPTION Formalise job brief and develop project timeframes. Design candidate information pack and draft advertisements.</p>	
<p>ADVERTISING, TALENT SEARCH, CANDIDATE ENGAGEMENT/SCREENING Commence advertising campaign and talent search. Continue talent search, engage with networks and potential candidates. Pre-screen and evaluate candidate applications.</p>	WEEK 1 - 3
<p>INITIAL INTERVIEWS, SHORTLIST RECOMMENDATIONS Conduct initial applicant interviews. Present shortlist report.</p>	WEEK 4
<p>CLIENT INTERVIEWS, VERIFICATION CHECKS, OFFER NEGOTIATION Coordinate client interviews. Complete reference checks. Facilitate psychometric assessments. Provide candidate summary report. Present and negotiate offer to successful candidate. Notify unsuccessful candidates and provide feedback.</p>	WEEK 5-6

Note: All dates are indicative, and are subject to the suitability of applications received, and the availability of council's interview panel and candidates for interviews. It is our goal to complete our recruitment campaign and have candidates interviewed by council within 6 to 8 weeks of commencing the project.



EXECUTIVE RECRUITMENT INCLUSIONS

The following services are included in our executive recruitment service:

EXPERTISE

- Services of an executive recruitment team who will draw on their extensive network to attract high quality candidates
- Role Visioning Workshop – onsite meeting to determine the key competencies, behaviours and attributes that are required to succeed in this critical role.
- Targeted executive search

MARKETING

- Council branded candidate pack promoting the position, council, and region
- A recruitment marketing campaign via our social media channels
- LinkedIn job advertisement
- Seek digital standout advertisement
- Local Government Job Directory advertisement
- Featured on our website and distributed to over 12,000 candidates

TRAVEL CONCIERGE

- Travel bookings for candidate interviews (travel expenses will be itemised and charged on our final invoice)

INITIAL INTERVIEWS AND SHORTLIST RECOMMENDATIONS

- Conduct initial applicant interviews
- Present shortlist report

PSYCHOMETRIC ASSESSMENTS*

- Role Analysis - Competency Mapping
- Leading Roles assessment interpretation
- OPQ32 Leadership (assessment of transactional vs. transformational focus across leadership functions)
- Motivational Questionnaire Candidate Report

CANDIDATE VERIFICATION*

- Comprehensive 360-degree reference checking - Australian National Police Check and VEVO visa and work entitlement check
- Qualification check
- Australian bankruptcy check
- Australia business interests
- Media and social media checks

HR SERVICES

- Assistance with onboarding preparation

**Service package includes psychometric assessments and verification for up to 3 candidates. Additional candidates can be assessed at an additional cost.*

OUR SERVICE FEES

We propose to provide our services to you on an exclusive retained basis.

POSITION	COST (EX GST)	GST	TOTAL
Chief Executive Officer	\$19,200	\$1,920	\$21,120
Total Cost	\$19,200	\$1,920	\$21,120

We will bill for this fee in milestone payments of:

1. $\frac{1}{3}$ of total fee on your acceptance of our proposal
2. $\frac{1}{3}$ of total fee on your confirmation of the shortlist
3. $\frac{1}{3}$ of total fee on the candidate's acceptance of council's formal offer.

Please note a purchase order number is required. To assist Leading Roles governance requirements please confirm the Purchase Order number within five (5) days of acceptance of proposal.

Invoices for services provided are payable 30 days from date of each invoice. In the unlikely event that a successful candidate leaves Council for any reason other than redundancy within **12 months warranty period**, we will complete one replacement assignment for no additional consulting fee. This guarantee is reliant on all payment terms and conditions being met.

Should the organisation engage directly or indirectly with our proposed candidates within 12 months of our verbal or written introduction or refer our candidates to any subsidiary, affiliate, or related company who subsequently engages that person, you will be liable for a placement fee equivalent of the agreed flat fees quoted.

ADDITIONAL SERVICES

At Leading Roles, our recruitment services provide a consistent approach to maintain quality, confidence, and trust. We will work collaboratively with you during the briefing stage to identify any additional services that you require.

ACTIVITY	FEE (EX GST)
<p>PSYCHOMETRIC ASSESSMENTS Personality Assessment - OPQ32 Leadership Ability Assessment - Verify G+ Abilities Assessment (per candidate) Motivational Questionnaire Report Leading Roles Assessment Interpretation SHL Organisational Psychologist Debrief – 1.5 hours Additional Psychometric Assessments per candidate</p>	<p>Included \$175 p/candidate Included Included \$1,175 \$975</p>
<p>ADDITIONAL CANDIDATE VERIFICATION CHECKS Qualification check Formal employment verification (per check) Traffic check (per state/territory (per candidate) Australian anti-money laundering (per candidate) Australian bankruptcy (per candidate) Australian business interests (per candidate) Medical checks (quote provided during process) Skills assessment (quote provided during process) Media and Social Media checks (per candidate)</p>	<p>Included \$50 \$50 \$50 Included Included At cost At cost Included</p>

ADDITIONAL SERVICES

ACTIVITY	FEE (EX GST)
<p>TRAVEL CONCIERGE Travel bookings for candidate interviews Expenses incurred will be itemised and on-charged on our final invoice</p>	<p>Included Travel expenses on billed at cost.</p>
<p>ADDITIONAL HR SERVICES Assistance with onboarding preparation Remuneration review and benchmarking (per position) Position description development (per position) Performance reviews and review planning Employee Value Proposition and Employer Branding</p>	<p>\$495 From \$700 From \$700 Contact us Contact us</p>
<p>GENERAL MANAGER/CHIEF EXECUTIVE OFFICER PERFORMANCE MANAGEMENT Council's provision of an annual GM/CEO Performance review facilitation includes:</p> <ul style="list-style-type: none"> Assisting the GM/CEO Performance Committee to establish performance criteria for the CEO based on the Strategic Plan, Regional Plan and position description which includes qualitative outcome in consultation with the GM/CEO. The facilitation is to include the probation review due 6 months after commencement. Assist the GM/CEO Performance Committee conduct an annual performance review in July each year – the engagement will be 1 year plus 1 + 1. 	<p>Contact us</p>
<p>ADVERTISING Seek Standout Advertisement LinkedIn Job Advertisement Local Government Job Directory Institute of Public Works and Engineering (IPWEA) Additional print and digital advertising</p>	<p>Included Included Included \$340 At Cost</p>



DO YOU HAVE TEMPORARY STAFFING NEEDS?

Our Leading Contractors service provides assistance to our clients with their temporary staffing needs, sourcing specialists and professionals to fill short-term appointments. We use innovative search tools that allow us to source even the most challenging of skill sets.

We can alleviate any short- or long-term professional skill shortages that you may encounter for any reason including:

- Planned long term leave e.g., maternity leave, long service leave
- Unplanned long-term leave, such as sick leave
- Project work, for when you need additional resources, or a specific skill set for a project
- Emergency or disaster management

We have a database of 12,000+ existing qualified, vetted, and experienced staff available for temporary, contract, and permanent roles including:

- Executive leadership
- Infrastructure planning and delivery
- Engineers
- Rating, accounting, and finance
- Business software implementation
- Procurement specialist project roles
- Workplace health and safety

[Click here to find out more](#) or contact us to discuss your temporary staffing needs.





Leading Roles

People ▶ Performance ▶ Partners

QUESTIONS?

PLEASE CONTACT
EDWINA.MACKAY@LEADINGROLES.COM.AU
0488 402 510



Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on _____ having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent	
State in full the name(s) of the Respondent(s) and trading names	
ABN	
2. Contact Person	Mark Anderson
3. Registered Address	Level 8 / 28 Margaret St, Sydney NSW 2000
4. Postal Address	GPO Box 7003 Sydney NSW 2001
5. Telephone	0418 864 866
6. Fax	
7. Email	Mark.anderson@lgnsw.org.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Executive Recruitment Services -End to end recruitment (background checks, referee checks and psych tests included in fixed fee)	1	\$19,500.00	\$1,950.00	\$21,450.00
Travel Expenses (included in flat fee) -Airfares -Hire car & Fuel -Accommodation -Meals	1 site visit			
Advertising – (included in flat fee) Leonards Agency) – LGJD and 5 job boards	1			

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

We intend to comply with the scope of the specifications.

RELEASED

Schedule 3 Timeframe

Recruitment documentation finalised <ul style="list-style-type: none"> • Position Description • Advertisement • Position Information Package 	Wednesday 29 March 2023
Advertisement process commenced:	Friday 31 March 2023
National Local Government Job Directory (Full Page)	Monday 3 April 2023 Monday 10 April 2023
seek.com.au (executive)	Starting Friday 31 March 2023
Careersatcouncil.com.au	Starting Friday 31 March 2023
Counciljobs.com	Starting Friday 31 March 2023
LinkedIn	Starting Friday 31 March 2023
Closing date for advertisement	Monday 24 April 2023
Applications by email to Selection Panel	Tuesday 25 April 2023
Short listing of applications	Thursday 26 April 2023
Interviews (to be confirmed – week commencing)	Monday 8 May 2023
Recruitment report to Council (via Mayor)	Thursday 11 May 2023
Final Interviews (to be confirmed – week commencing)	Monday 15 May 2023
Letter of Offer and Contract prepared	Tuesday 16 May 2023



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	253255PZCI	\$20,000,000.00		30/06/2023	Zurich Australian Insurance
Professional indemnity (if applicable)					
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	W262176157	\$7,618,175.00		30/06/2023	I-Care
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Local Government NSW (Trading as LGMS) pursuant to section 127 of the <i>Corporations Act 2001</i>	
Signature of Director	Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
Name of Director (print)	Name of Director/Company Secretary (print)
OR	
Signature of Sole Director and Sole Company Secretary	
Name of Sole Director and Sole Company Secretary (print)	
OR	
Signed for LGNSW by an authorised representative in the presence of:	
	
Signature of witness	Signature of authorised representative
Christian Morris	Mark Anderson
Name of witness (print)	Name of authorised representative (print)
	Manager LGMS
	Position of authorised representative (print)

RELEASED

2 March 2023

Clr Melissa Jones
Mayor
Town of Walkerville
PO Box 55,
Walkerville SA 5081

Executive Recruitment Services – Chief Executive Officer

Dear Melissa,

Local Government Management Solutions (LGMS) is pleased to submit a proposal to facilitate the recruitment process for the position of Chief Executive Officer at Town of Walkerville.

LGMS is a wholly owned and operated commercial business of Local Government NSW.

For over 30 years LGMS has facilitated the recruitment of Chief Executive Officers, Directors, and Senior Managers for a wide range of councils, from remote rural to regional centres to large, medium and small metropolitan Councils. Our broad-ranging experiences have provided us with invaluable insights into the local government industry, its future direction, and its people.

LGMS' networks and experience enable us to identify and secure the most suitable candidates in senior management and specialist roles in local government across NSW and other states.

We offer a complete end-to-end service based on best practice that meets the requirements of the *Local Government Act 1993* and satisfies equal employment opportunity and merit selection principles.

LGMS provides facilitation services for GM Performance Reviews for approximately 50 Councils across NSW which also adds another dimension to our knowledge of the candidate market. Our brand attracts candidates from across Australia and New Zealand. Our passion is to place the right people to the right role. We firmly believe a person with the right 'fit' to the individual council is an essential requirement at the senior leadership level. We have a long and successful track record of assisting councils to select and appoint their next CEOs and senior staff.

Whilst we operate predominantly in NSW, our reach is extensive and our knowledge and experience in local government is unmatched by our competitors.

I invite you to click on this link to a short video which provides some testimonials of our work through the eyes of Mayors and CEOs.

https://drive.google.com/file/d/1-3L_M6wM1BULFcYX7GEvs3M47t9Y5IML/view?usp=share_link

This proposal includes information on LGMS' experience in providing recruitment services to local government for over 30 years, our team's expertise, experience, and our recruitment methodology.

Our proposal addresses Council's requirements, and we are very enthusiastic about the prospect of working with Council on this project.

We have proposed a draft timeline which meets the timelines indicated in Council's correspondence. If

engaged, I will be leading the project. Should you require additional information, or wish to discuss this proposal further, please don't hesitate to contact me on 0418 864 866.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M Anderson', written in a cursive style.

Mark Anderson
Manger - Local Government Management Solutions

RELEASED



LOCAL
GOVERNMENT
NSW

Management
Solutions

People • Expertise • Partnership



Town of Walkerville Chief Executive Officer Recruitment Proposal

Valid: 31 March 2023

Strictly Private & Confidential

Table of Contents

Statement of Understanding.....	1
Local Government Management Solutions.....	1
Your consultant.....	2
Our Recruitment Service.....	2
The Recruitment Process at a Glance.....	3
Client Briefing.....	3
Advertise / Search / Attract.....	3
Information package for candidates.....	4
Communicating with candidates.....	5
Short listing applications.....	5
Interviewing applicants.....	5
Reference, psychometric and probity checking.....	5
Reporting to Council.....	6
Final interviews.....	6
Job offers and employment contract.....	6
Corresponding with unsuccessful candidates.....	6
Proposed timeframes.....	6
Fees & Guarantee.....	7
Replacement Guarantee.....	8
Performance Management.....	8
Terms and Conditions.....	9
Insurances / Compliances.....	9
Annexure 1: Advertising and Recruitment Schedule.....	10
Annexure 2: Proposed Advertisement.....	12

Statement of Understanding

Local Government Management Solutions (LGMS) understands that the Town of Walkerville is looking to retain an external consultancy to manage the full end-to-end process of recruiting Council's Chief Executive Officer.

The former Chief Executive Officer and Council recently mutually agreed to part company. Council is now seeking expressions of interest in the form of a proposal from suitably qualified and experienced executive recruitment agencies to assist council with their recruitment and selection of the new Chief Executive Officer.

This proposal will address the following:

- facilitate a workshop with The Selection Panel to discuss Council's strategic direction, structure and culture, to determine the selection criteria and position description for the position of Chief Executive Officer
- oversee the recruitment process and be part of and coordinate the selection panel, being the independent representative as per the Office of Local Government (OLG) Guidelines
- provide advice on an appropriate remuneration package for the position considering the responsibilities and duties of the position
- develop and implement the recruitment and advertising strategy
- respond to enquiries in relation to the position
- manage applications and shortlist applications in association with the selection panel
- coordinate the interview process
- participate in the interviews
- Coordinate psychometric testing
- undertake reference checks, criminal and qualification background checks
- advise unsuccessful applicants
- prepare a selection report for the approval of Council
- undertake agreed pre-employment checks
- maintain records in relation to the recruitment and appointment process and provide these to Council at the conclusion of the process
- assist in establishment of the GM's performance agreement.

Local Government Management Solutions

LGMS is a wholly owned and operated business unit of Local Government NSW (LGNSW). LGNSW represents general purpose and special purpose councils. LGNSW represents the views of these councils by advocating councils' views to governments, promoting local government to the community, and providing specialist advice and services.

LGMS was established in 1993, primarily to assist member councils recruit Chief Executive Officers in compliance with the (then new) *Local Government Act 1993*. Our range of services has since expanded to include a range of human resource services on a fee for service basis:

- Executive and specialist recruitment
- Performance review facilitation
- Temporary skilled professional staff
- Organisational and structural reviews

- Staff engagement and leadership survey facilitation
- NSW Council comparative data (remuneration and HR metrics)
- Service reviews
- IP&R reviews
- Local Government Capability Framework
- Miscellaneous projects.

LGMS understands the Local Government industry and the challenges it faces. Our team:

- Works holistically, supporting our clients through to the conclusion of the project
- **Are Local Government specialists** working exclusively for councils who also contribute a significant level of experience from a range of other organisations and industries
- Have a strong and well-established network of potential applicants
- Provide expert advice in the best interest of councils, which includes consideration of legislative and regulatory compliance issues that councils may face
- Can draw on an extensive partner and stakeholder network, this includes LGNSW's Industrial Relations and Learning Solutions staff.

Working for the peak industry body and dealing with the Council/Selection Panel, Chief Executive Officers, and other executive staff in councils daily, LGMS is fully aware of the current pressures the industry faces and how this translates into decision-making on the ground.

Your consultant

Mark Anderson, Manager

Leading our team, Mark commenced his role at LGMS in July 2008 and has over 30 years' experience in HR & Recruitment. In his current role, Mark has assisted councils to recruit more than 35 individual Chief Executive Officer positions in NSW since 2011.

Mark has held senior roles with Sydney Water, Commonwealth Bank, RailCorp and Optus, and undertaken management consulting projects with numerous blue-chip companies including Westpac Bank, Zurich Australia, AMP and NRMA. Mark also spent three years with HR Partners which is a specialist Human Resources Consultancy based in Sydney as a Senior Consultant.

Our Recruitment Service

With a long-standing commitment to continuous improvement, our comprehensive recruitment service is tuned to identify the best fitting candidates for Council. From the beginning, your consultant will work with the Council to maximise the potential talent pool, determining a tailored attraction strategy which includes cost-effective advertising solutions.

The following section summarises the key stages in our recruitment process. LGMS recommends that the Selection Panel nominates a Selection Committee to participate in all key recruitment activities and agree on the final shortlist of candidates, for final interview with the full Council.

The Recruitment Process at a Glance



Client Briefing

LGMS will undertake a comprehensive briefing with the Council's Mayor and Selection Committee to establish what Council's expectations will be on the process and the profile of the new Chief Executive Officer. This is an integral part of the whole process.

Advertise / Search / Attract

A mix of data base search, networking, targeted search, and advertising to the market is by far the most effective way of attracting strong candidates. We receive applications from all over Australia and New Zealand, from both local government and the private sector.

LGMS will develop an attraction strategy for the role to achieve the desired outcomes. We will draft and place the advertisement to broaden Council's reach and exposure to the target market.

Advertising is likely to include a mix of print media (local and state-wide daily newspapers, national newspapers, local government job directories) and on-line job sites (industry-specific websites such

As Careersatcouncil, Australian Local Government Job Directory, CouncilJobs) plus SEEK and LinkedIn. We have an existing relationship with Leonard's media agency which has a long a longstanding association with local government in NSW and which is a LG Procurement approved contractor.

A typical advertising campaign for Chief Executive Officer recruitment would include the following media:

National print media: Local Government Jobs Directory (full page) x two weeks

Websites: seek.com.au

LinkedIn

counciljobs.com.au

careersatcouncil.com.au

LGNSW website

Council's website (advertise only)

Other: Twitter (LGNSW)

Please see the Annexure 2 for sample advertisements from previous Chief Executive Officer recruitment campaigns.

In addition to direct advertising the LGMS website is widely monitored for new local government positions, particularly at the executive and management levels and is therefore an effective tool in capturing the attention of eager job seekers.

LGMS has constant access to an up-to-date pool of potential candidates: recent or active job seekers who have previously applied for senior local government positions, or people who have contacted us to express interest in applying for a senior position should an opportunity arise that matches their profile. LGMS will target potential candidates discretely and talk to them about the current Chief Executive Officer opportunity.

Information package for candidates

LGMS will upload the Chief Executive Officer's Position Description and Selection Criteria that clearly articulates Council's specific requirements as supplied by the A/GM. These documents will be uploaded to the LGNSW website's recruitment page for viewing by potential applicants. We can also upload promotional material on your local area and will reference your Council website.

LGMS will advise on the negotiable provisions of the Office of Local Government's (OLG) *Standard Contract of Employment for Chief Executive Officers* and an appropriate and attractive remuneration package through access to our NSW Local Government annual remuneration report.

Communicating with candidates

LGMS will provide all relevant information and correspondence through our on-line recruitment system. LGMS will be the contact point for all prospective applicants, answering any queries and referencing Council's website for prospective applicants to source local information. We respond to queries in a timely manner and can be reached at any time via mobile phone and email.

Short listing applications

All applications are received by LGMS directly through our on-line recruitment system. A preliminary cull of the applications is undertaken by LGMS, disqualifying any which do not meet the selection criteria on paper. A video interview using the MyInterview technology with long-listed candidates will be conducted to ensure they meet the minimum requirements and validate their response to the selection criteria. A short list is presented to Council for confirmation. (LGMS will share with the Selection Panel all applications received, if requested). LGMS will then assist the Selection Committee to choose candidates from the shortlist for first round of interviews.

Interviewing applicants

LGMS will prepare draft interview questions for consideration by the Selection Committee. LGMS will contact the candidates selected for interview and make all necessary arrangements for the first round of interviews. The first round of interviews will be conducted using remote video conferencing technology to ensure confidentiality of each candidate. LGMS will provide advice to panel members to ensure each interviewee is assessed against the selection criteria.

LGMS offers training and guidance (coaching) on selection skills such as interviewing techniques and applying merit-based selection principles, as needed.

After the first round of interview, a final interview will be conducted at Liverpool Plains at a facility to be determined.

Reference, psychometric and probity checking

LGMS will undertake comprehensive reference checks (on Council's behalf) for each preferred candidate prior to proceeding to final interview. Appropriate probity screening is also recommended for preferred candidates, including educational qualification checks and criminal record checks. LGMS will also check on social media and networking sites for any potential issues relating to applicants. LGMS offers a range of further tests, searches and checks including:

- Executive reasoning testing which can assess qualities such as reasoning ability (verbal, numerical and abstract), values, motivation, personality, emotional intelligence, and management style
- Behavioral profiling and psychometric testing which can assess an individual's behaviors and assess his/her likely fit into the organisation
- Employment history search
- Professional qualification and membership checks
- Directorship and significant shareholdings check
- Identity checks

- Media searches
- Bankruptcy and credit checks.

Reporting to Council

Following the first round of interviews, LGMS will prepare a comprehensive report for the Selection Panel to review prior to the final interview with the preferred applicants. This will include all relevant documentation obtained during the process to date and includes a comparative assessment of the preferred applicants; however, no final recommendation is made (such a recommendation is more appropriately made by the employing council that retains the responsibility for employing the Chief Executive Officer).

Final interviews

Final interviews typically involve full Council. Candidates are invited to make a presentation on a relevant topic to the selection panel, for a defined length of time, following which the selection panel will have the opportunity to further explore of the applicant's suitability through questions. The selection panel will assess each candidate's suitability based on the quality of their presentation and responses to questions asked, together with the results of reference and probity checks and psychometric testing.

Job offers and employment contract

LGMS will make the initial verbal offer to the preferred candidate and once the candidate accepts the position, LGMS will assist Council with drafting the employment contract for the successful candidate and in resolving any challenges or unusual circumstances arising during the contract negotiation process.

Corresponding with unsuccessful candidates

LGMS will contact all unsuccessful candidates in writing. Those candidates who were unsuccessful after interview will be contacted via telephone and given constructive feedback on why they were not selected for the position, to aid their future applications within the industry.

Proposed timeframes

A typical recruitment process will take six to eight weeks, including advertising time.

Please see **Annexure 1** for a draft advertising and recruitment schedule.

Project steps

Weeks 1 to 2 Commence	<ul style="list-style-type: none"> • Client briefing determining the candidate profile, position description, selection criteria, remuneration package and length of contract. Position Description and Selection Criteria developed. Remuneration and length of contract determined. • Advertisement drafted and posted (please see advertising schedule as annexure 1).
Weeks 2 to 5	The advertising period (usually recommended for a period of 3 weeks).

	<ul style="list-style-type: none"> • Phone interviews with long listed candidates.
Weeks 5 to 7	<ul style="list-style-type: none"> • Shortlisting applicants and first round interviews. • First round interviews conducted. • Reference checks and other background checks conducted. • Recruitment report to prepared and provided to Council. • Final interviews conducted Conducting for preferred candidates. • Preferred candidate selected and offer made.
Weeks 7 to 8	<ul style="list-style-type: none"> • Contract negotiations with selected candidate take place and a commencement date is agreed on.

Fees & Guarantee

LGMS’ normal terms for fee for service is 8% of Total Remuneration Package.

However, for this assignment, we propose a fixed fee of \$21,450.00 including GST which represents a significant saving to Council.

* In addition to facilitating this recruitment process, this fee also includes LGMS assisting Council to review and negotiate and draft the **Chief Executive Officer’s Performance Agreement** (Usually \$2,500.00).

Additional Costs covered under the fixed fee in RFX:

Psychometric / Work preference assessment:	
McQuaig Essential Partner tools may include;	\$450.00 per assessment + GST (Max 3)
<ul style="list-style-type: none"> • Omnia- Omnia is an independently validated behavioral assessment founded on solid psychometric principles. Our simple, easy-to-complete adjective checklist measures preferred workplace behavior and provides this valuable information in a report. • Genos Emotional Intelligence – When using emotional intelligence instruments for selection, we need an extremely robust instrument with strong validity scales. The GENOS Emotional Intelligence recruit version has multiple validity scales and can detect both conscious manipulation and subconscious inflation. It is a highly effective tool for measuring communication & awareness of self & others, as well as the capacity to persuade and influence. • BayState Employee Reliability Inventory (ERI) – the ERI is a powerful multifaceted behavioral selection tool. Scales measured include freedom from disruptive drug and alcohol use, courtesy, emotional maturity, conscientiousness, trustworthiness, long term job commitment and safe job performance. 	

Advertising:	
<ul style="list-style-type: none"> Print media, nominated job boards e.g., SEEK, CouncilJobs, LG Job Directory, LinkedIn, LGNSW website (complimentary) 	Based on our previous experience, you could expect the costs to be somewhere in the range of \$2k-\$3k
Candidate's criminal and educational background checks:	\$350.00 + GST per candidate (Max 2)
Consultant travel expenses	Sydney to Walkerville and return, travel expenses, accommodation, and meals.

Additional costs to be incurred by Council:

Candidates Travel and accommodation expenses: Variable cost depends on the number of candidates and where they are travelling from.

Replacement Guarantee

Should Council's appointee leave of his/her own accord within the first **12 months** of employment by Council, LGMS will assist Council in recruiting a replacement Chief Executive Officer at no extra charge (excluding additional costs mentioned in "additional costs" as required). This Guarantee does not apply where Council terminates the Chief Executive Officer's services for any reason within **12 months** of employment by Council.

As an industry-owned organisation, LGMS endeavors to offer Council value for money. The work of LGMS has been developed with the needs and resources of the local government industry in mind.

Once Council engages LGMS for this project, our fee will not vary, regardless of how involved or lengthy the recruitment process may become.

Performance Management

Usual practices require that the Chief Executive Officer has a Performance Agreement in place and signed within three months of the commencement of the Chief Executive Officer's first day of duty at Council.

Section 102A of the South Australia Local Government Act 1999 states;

102A—Chief executive officer—performance review

(1) A council must review the performance of its chief executive officer—

(a) at least once in each year that the chief executive officer holds office as chief executive officer; and

(b) if relevant, before reappointment of the chief executive officer.

(2) The council must obtain and consider the advice of a qualified independent person on a review under subsection (1).

(3) In this section— qualified independent person means a person who is—

- (a) not a member or employee of the council; and
- (b) determined by the council to have appropriate qualifications or experience in human resource management.

LGMS is a leader in performance review facilitation for the local government industry in NSW, working with approximately 50 councils annually. Our service ensures that clients observe their annual performance management obligations and that they maintain an effective relationship with their Chief Executive Officers and senior staff. LGMS also conduct workshops on performance management for local government managers. These experiences provide us with a broad knowledge base to assist local government, its future directions, and its people.

As part of our recruitment service, LGMS will assist Council and the Chief Executive Officer in negotiating and drafting the Performance Agreement once the new Chief Executive Officer has commenced work with the Council. The Performance Agreement should include strategic objectives to be achieved by the Chief Executive Officer over the period of the agreement and detailed and objective, practical performance measures.

LGMS advocates and applies merit-based selection principles to all aspects of our work, as well as the principles of equal employment opportunity, workplace health and safety, ethical practice and cultural diversity.

Terms and Conditions

Validity and acceptance of this proposal: This proposal is valid to 31 March 2023. Acceptance must be received by email.

LGMS thanks Council for the opportunity to provide this proposal and looks forward to working in partnership for the recruitment of this position.

Insurances / Compliances

As a business unit of LGNSW, LGMS and its staff are covered by the suite of insurance policies secured by LGNSW including, but not limited to, professional indemnity, public liability, and workers' compensation.

Policy	Policy Number	Expiry	Value
Workers Compensation	W262176157	30/06/2023	\$7,618,175.00
Public liability	253255PZCI	30/06/2023	\$20,000,000.00

Sustainable Environment

LGMS advocates and practices on behalf of our members a sustainable environmentally friendly workplace, where recycling waste, producing compost from staff food waste and eco-friendly lighting has been implemented.

Consultants use eco-friendly vehicles wherever possible and pay a carbon fee when flying for business. LGMS will use technology whenever possible for the purposes of sharing documents rather than mass producing paper hardcopies.

Annexure 1: Advertising and Recruitment Schedule

DRAFT TIMETABLE FOR RECRUITMENT OF CHIEF EXECUTIVE OFFICER TOWN OF WALKERVILLE

*LGMS is flexible with the timelines proposed below and will do whatever we can to fit in with Selection Panel's/Council's preferred timelines.

Recruitment documentation finalised <ul style="list-style-type: none"> • Position Description • Advertisement • Position Information Package 	Wednesday 29 March 2023
Advertisement process commenced:	Friday 31 March 2023
National Local Government Job Directory (Full Page)	Monday 3 April 2023 Monday 10 April 2023
seek.com.au (executive)	Starting Friday 31 March 2023
Careersatcouncil.com.au	Starting Friday 31 March 2023
Counciljobs.com	Starting Friday 31 March 2023
LinkedIn	Starting Friday 31 March 2023
Closing date for advertisement	Monday 24 April 2023
Applications by email to Selection Panel	Tuesday 25 April 2023
Short listing of applications	Thursday 26 April 2023
Interviews (to be confirmed – week commencing)	Monday 8 May 2023
Recruitment report to Council (via Mayor)	Thursday 11 May 2023
Final Interviews (to be confirmed – week commencing)	Monday 15 May 2023
Letter of Offer and Contract prepared	Tuesday 16 May 2023

Proposed Advertisement

CHIEF EXECUTIVE OFFICER

- **Diverse and progressive leadership role**
- **Attractive remuneration package**
- **5-year performance-based contract (negotiable)**

The Town of Walkerville is located at the north eastern fringe of the Adelaide CBD. Its borders are defined by the River Torrens, the Adelaide Parklands and residential suburbs to the north and north-east. Consisting of the suburbs of Medindie, Gilberton, Walkerville and Vale Park, the Town of Walkerville has the distinctive position of being the smallest council within the metropolitan area of Adelaide, covering an area of just 3.5 square kilometres.

The relatively small size of the Town of Walkerville and its population, reinforces the need to embrace this unique community scale and provide an adaptive and responsive strategic direction that reflects the needs and aspirations of the community as a whole. With a population of slightly more than 7000 people, the cultural richness in the community presents an exciting opportunity for the next chapter in Walkerville's history, building upon the contribution by community and leaders in Walkerville since its proclamation in July 1855.

Council is seeking the services of a highly motivated, energetic, and competent professional to be our Chief Executive Officer, to lead our workforce and to support our community. Working with the Council to achieve the outcomes envisaged by the Community Strategic Plan will be a key deliverable for the candidate. To be successful in this critical role, candidates will need to be proven performers at senior executive level with well-rounded experience and be passionate about inspiring and empowering staff to deliver high quality organisational outcomes and performance. Candidates should also have a well-developed understanding and knowledge across all facets of Council functions including strategic and statutory planning, strong financial and budget management, people management and possess excellent verbal and written communication skills. As Council's new Chief Executive Officer, your inspirational leadership will be pivotal in furthering organisational capacity to deliver Council's services, foster economic development and ensure a sustainable long-term future.

An attractive remuneration package will be negotiated with the successful candidate. Benefits associated with the role include a relocation costs, opportunity to develop career, assistance with further study and an attractive car package.

Applications for this role should be made online at www.lgnsw.org.au/lgms. Please attach your response to the selection criteria to your application. All applicants must address the selection criteria to be considered for this role. An information package including a comprehensive position description can also be found on the website. Applications will be received in the strictest of confidence until 5pm, Monday 24 April 2023.

Further information may be obtained in confidence by contacting the Mark Anderson on 0418864866.

Annexure 2 – Sample advertisements

INNER WEST

Inner West Council is a uniquely creative community in Sydney consisting of vibrant and diverse cultures. Council is committed to supporting the community now and into the future in delivering exceptional service and supporting its growth and development.

General Manager

- Key executive leadership role
- Attractive remuneration package
- Unique opportunity to shape the future and drive change

Inner West Council seeks to appoint a suitably qualified, highly motivated and experienced senior executive with a proven successful track record of providing strong leadership, change management and continuous improvement in support of Council's strategic capacity and direction. Reporting to the Mayor and directly accountable to the Council, the General Manager will lead a multi-disciplined team responsible for the strategic, social and economic sustainability of the community.

This position provides the successful applicant with a myriad of opportunities to make your mark and build on the achievements and momentum achieved by the Council. Your leadership will inspire and empower staff to deliver quality services and strategic outcomes for the community, build a collaborative and positive relationship with the elected members and engage with the community to develop and deliver relevant strategic, economic, environmental and social programs and services.

To be considered for this role, you will have enjoyed a successful career as a Senior Executive in Local Government with a sound knowledge of the current challenges and opportunities in Local Government in NSW. You will have a solid record of achievement and success as a leader and people manager with highly developed political acumen and financial skills. The ability to develop effective stakeholder relationships and to negotiate and influence positive outcomes for the community is also critical to success in the role.

Council offers a five-year contract with a very attractive total remuneration package including a leaseback vehicle for the successful applicant.

A full information pack including a Position Description and Selection Criteria can be downloaded from the LGNSW website at www.lgnsw.org.au/lgms

Applications must be received online through the above website.

For a confidential discussion about the role, please contact Mark Anderson on 0418 864 866 during business hours.

Applications close at 5pm, Monday 1 March 2021.

LOCAL GOVERNMENT NSW | Management Solutions



The Armidale Region is a thriving area rich in Heritage, History, Culture, Natural Attractions and top class educational facilities. Located between Sydney and Brisbane, the area provides all the benefits of the country along with all the benefits of city living. It offers a very attractive lifestyle located in an exceptionally beautiful part of NSW and the opportunity to work with a thriving and progressive community.

General Manager

- **Fantastic Opportunity**
- **Rural Lifestyle with City Amenities**
- **Attractive remuneration package on offer**

This position offers an exciting opportunity to work closely with the Armidale and regional communities and staff to ensure Armidale Regional Council is recognised as a truly progressive organisation that meets the expectations of its customers. Working with the Council to achieve the outcomes envisaged by the Community Strategic Plan will be a key deliverable for the candidate. To be successful in this critical role, candidates will need to be proven performers at senior executive level with well-rounded experience and be passionate about inspiring and empowering staff to deliver high quality organisational outcomes and performance. Candidates should also have a well-developed understanding and knowledge across all facets of Council functions including strategic and statutory planning, strong financial and budget management, and people management with excellent verbal and written communication skills.

Your commitment to drive stakeholder engagement, continuous improvement and quality service delivery for the community is paramount as is your ability to

balance competing demands in a highly diverse, complex and politically challenging environment. It is essential that you have a sound knowledge of local government and the NSW Local Government Act 1993 along with relevant Tertiary qualifications which are essential.

For further information on this role, please download the position description, selection criteria and information pack from our website at www.lgnsw.org.au/lgms

Applications must be made online through our website including a current CV and cover letter and response to the position's selection criteria. All applicants must address the selection criteria to be considered for this role.

For any enquiries, please contact Mark Anderson at LGMS on 0418 864 866 during business hours.

**Applications close at 5pm Monday
21 September 2020.**

ARMIDALE
Regional Council

G LOCAL
GOVERNMENT
NSW | Management
Solutions

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We **Mason Blackadder Pty Ltd** (**Respondent**) on **8 march, 2023** having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Mason Blackadder
2. Contact Person	Helen Lever
3. Registered Address	1/47 Majors Bay Road, Concord NSW 2137
4. Postal Address	PO Box 493, Concord NSW 2137
5. Telephone	02 8765 1200
6. Fax	
7. Email	info@masonblackadder.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Consultants Fee	1	\$19,500	\$1,950	\$21,450
Advertising Schedule	1	\$3,671	\$367	\$4,038
Psychometric Assesments (max x4 candidates)	4	\$435	\$174	\$1,914
Hogan Assesment Matrix	1	\$390	\$39	\$429
Background Check per succesful candidate	1	\$390	\$39	\$429

Consultant Travel Expenses

It is expected that there will be two (2) trips to Walkerville for Mayor and Panel workshop and final interviews. Flights, taxis and/or rental vehicles are charged at cost. Accommodation plus meals are also charged at cost. We always endeavour to keep these costs to a minimum for Council.

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

We intend to comply with all specifications. Should any variation/s occur, we will will notify Council in writing immediately.

RELEASED

Schedule 3 Timeframe

Week 1-2

Workshop with the Mayor and Councillors to identify the position challenges and person requirements – key skills, abilities and attributes
Develop Information Package, timeline and meeting protocols
Develop advertising strategy, obtain quotes and design advertisements
Gain authorisation of Information Package and advertising proofs

Weeks 3-5

Commence 26 day advertising campaign
Make contact with potential candidates face to face, or by phone or video conferencing
Close applications

Week 6-8

Prepare overview of applicants and submit to Mayor/panel members
Discuss candidates with Mayor and Panel Members and select shortlist for interview
Advise shortlist candidates of selection and notify unsuccessful candidates
Conduct referee checks and arrange Hogan personality assessments on shortlist candidates
Liaise with shortlist candidates to prepare them for interview
Develop and courier interview packages to Interview Panel Members
Interview Panel interviews shortlist candidates
Interview Panel or whole of Council conducts second and final interview

Week 9-10

Liaise with successful candidate and notify unsuccessful candidates
Finalise offer and contract of employment for successful candidate
New General Manager commences

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	AU00025994-000	\$20,000,000	\$20,000,000	30/4/2023	Dual
Professional indemnity (if applicable)	AU00025993-000	\$10,000,000	\$20,000,000	30/4/2023	Dual
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	100735801		\$523,881.88	30/4/2023	iCare
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by Mason Blackadder pursuant to section 127 of the <i>Corporations Act 2001</i>	
<p>_____ Signature of Director</p> <p>_____ Name of Director (print)</p>	<p>_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i></p> <p>_____ Name of Director/Company Secretary (print)</p>
<p>OR</p> <p>_____ Signature of Sole Director and Sole Company Secretary</p> <p>_____ Name of Sole Director and Sole Company Secretary (print)</p>	
<p>OR Signed for Stephen Blackadder by an authorised representative in the presence of:</p>	
<p> _____ Signature of witness</p> <p>Christine Georgiadis _____ Name of witness (print)</p>	<p> _____ Signature of authorised representative</p> <p>Stephen Blackadder _____ Name of authorised representative (print)</p> <p>Australian General Manager _____ Position of authorised representative (print)</p>

TOWN OF



WALKERVILLE

Recruitment Proposal

Chief Executive Officer
Town of Walkerville

Helen Lever

P 02 8765 1200

M: 0423 157 558

E. helen@masonblackadder.com.au

www.masonblackadder.com.au

Tuesday 28 February 2023



Contents

01.	Introduction	3
02.	About Us	4
03.	Methodology	6
04.	Timeline	9
05.	Fees And Expenses	10
06.	Additional Services	11
07.	Testimonials And Referees	12
08.	Further Information	13

Introduction

It's a privilege to provide this proposal to facilitate the recruitment and selection of a **Chief Executive Officer for Town of Walkerville**.

Executive Local Government Recruitment is one of our core business offerings and we have recruited over 150 CEO/GMs and over 370 Director and Senior Managers into local government roles since 2007 as Blackadder Associates now Mason Blackadder.

We have a proven, rigorous approach for undertaking all our recruitment assignments built on absolute dedication to the highest levels of customer service – **to both the client and candidates.**

From our assignments, we have access to a large and current list of exceptional potential candidates having undertaken over 40 General Manager/CEO or Director recruitments in the past 18 months.

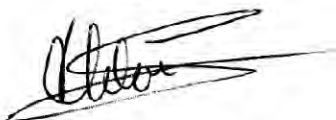
We are currently recruiting the Chief Executive Officer for Alice Springs Town Council and the Institute of Public Works Engineering NSW and General Managers for Bellingen Council, Temora Shire, Central Coast Council Tasmania and Destination Southern NSW. Recent CEO and General Manager recruitments include:

- Tiwi Islands Council (NT) - Chief Executive Officer
- City of Liverpool (NSW) - Chief Executive Officer
- Destination Network Central West (NSW) - General Manager
- Diamantina Council (QLD) - Chief Executive Officer
- West Arnhem Regional Council (NT) - Chief Executive Officer
- Clarence Valley (NSW)- General Manager
- Strathfield (NSW) - General Manager
- Dulverton (TAS) - Chief Executive Officer
- Bland Shire (NSW) - General Manager
- Goulburn Mulwaree (NSW) - General Manager
- Shellharbour City Council (NSW) - Chief Executive Officer

Based on the above we also have an **excellent insight into the current Australian States' market and potential applicants** for Chief Executive Officer roles.

If selected to undertake this important and vital recruitment for the future of Town of Walkerville we will conduct a start-up **workshop with the Mayor and Councillors** to identify the characteristics desired in the new Chief Executive Officer to assist us in seeking that person.

Helen Lever



NSW State Manager

P 0423 157 558

E. helen@masonblackadder.com.au

www.masonblackadder.com.au



We know and understand your business.

Exceptional local government recruitment experts with personal General Manager/CEO and Director level experience

You will notice our difference. And, if you speak with our referees you will hear about our dedication and commitment to the client, AND the candidates.

Perhaps it is our local government pedigree - our exceptional local government Associates who each have personal General Manager and Director level experience. Perhaps our depth of local and international knowledge gained through study tours, and specialised skill sets to help Councils recruit, guide, manage, train, counsel, support, and strengthen executive teams and Councillors to unpeel their potential.

Why choose Mason Blackadder?

- 99% success rate in filling over 470 executive positions.
- Our personal CEO and Director level experience – we intimately know your business.
- Our service guarantees.
- An extensive network of experienced and potential candidates.
- A proven formula for undertaking recruitment assignments built on an absolute dedication to the highest levels of customer service – to both the client and candidates.
- We know Local Government well and its opportunities and challenges.
- The only recruiters with a ten (10) year expertise with Hogan assessments.
- Our Protocol document and scenario-based selection tools to aid the process
- Our value-add services – Hogan coaching of the successful candidate, and provision of an initial performance agreement; and referee checks before interview
- Our expertise in developing contracts of employment.

Key Team Members



**Helen
Lever**

NSW State Manager

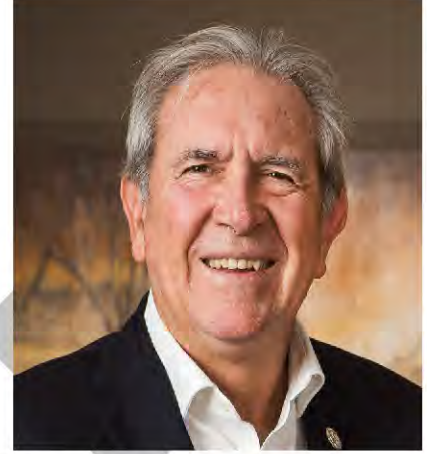
With 14 years in the LG sector culminating in a crucial change focus role at the Executive Director level with the now 4th largest Council in NSW, Helen has a wealth of recent LG experience and knowledge to assist with executive LG recruitment, organisation reviews, leadership development and mentoring.



**Scott
Mason**

Managing Director

Scott is a highly experienced Public Sector Executive who has worked for over 20 years as a Chief Executive Officer most recently at Central Highlands Regional Council as well as performing in a number of Board and Advisory Committee roles. Scott understands the challenges faced by Executive Leaders and has led a number of successful transformation change and reform projects for large organisations.



**Stephen
Blackadder**

Australian General Manager

A local government leader for over 30 years, and a Managing Director for 15 years, Stephen intimately knows the executive council roles and the council expectations of those roles.

Credentials

140+

CEO/General Manager Roles

We have recruited over 135 CEO/General Manager roles for local government

370+

Senior Executive Roles

We work to understand the best fit for your team.

2,800+

Interviews

Candidates with strong backgrounds in local government or their chosen field of expertise.

Methodology

1. Preparation

As part of our **best practice recruitment process** for the Chief Executive Officer recruitment we will commence this work by **facilitating a workshop with the Mayor and Councillors** to assist us in the development of a comprehensive **Information Pack** containing the following components:

1. Expectations of and attributes sought in the new Chief Executive Officer
2. Style of person considered appropriate for the role and for the organisation
3. The operating environment within Town of Walkerville
4. Key challenges facing the Council and the position to excite potential candidates about the role
5. Current management and leadership priorities
6. Level of experience considered essential to assume the role
7. Type of person NOT considered suitable for Town of Walkerville and the role

We will invite Councillors to complete a **Protocol Document** to acknowledge responsibilities, and in particular the maintenance of **confidentiality** and **privacy** of candidates. We will also seek a **commitment** to the interview process and require notification of any **Conflict of Interest** before and during the recruitment process.

We will provide **advice and training** to interview panel members on recruitment processes and principles, including confidentiality, equal employment opportunity, transparency, and interview techniques.

As well as the items mentioned above the Information Pack will also contain:

- A personal message from the Mayor
- Regional, local and Council information
- Details of the recruitment process
- Key Selection Criteria and Position Description

2. Develop Advertising Strategy

The significance of the position warrants the advertising strategy to be broad and varied in its reach to gain the attention of potential candidates. The following recommendations will be modified to suit Council preferences and budget.

Print and Digital

- Local Government Job Directory
- LinkedIn Recruiter
- 4 x Seek (to include SA, VIC, NSW, WA, QLD)
- CouncilJobs
- Mason Blackadder LinkedIn and website

JOB-DIRECTORY.COM.AU



3. Candidate Search

We actively seek out the very best candidates through our extensive Australia-wide industry network and database. We respond immediately to any enquiries of the position by providing the Information Pack and Application Form for review and discussion.

We conduct preliminary interviews either face-to-face and/or phone, iOS Facetime or video conferencing. We ensure a **discussion is undertaken with EVERY potential applicant** to allow an assessment of their suitability for the position by **establishing their skills, career goals, professional background, key strengths, and motivation** for the role. We also look to understand their self-management, communication and engagement skill levels, their drive for results and problem-solving abilities, and their resourcefulness.

We are confident that our **local government network** is equal to or better than that of our direct competitors and we will effectively compete with any other recruitment firm.

4. Summary, Recommendations and Shortlisting

The shortlisting process and assessment methodology involves

1. Initial screening of applications
2. Evaluating the Curriculum Vitae and Key Selection Criteria
3. Considering alignment of the information with the person specification agreed by Council
4. Submitting an analysis/matrix of each candidate with recommendations of those suitable for interview
5. Discussion with the Mayor/Panel to select candidates for interview
6. Inviting the shortlisted candidates for interview and notifying unsuccessful candidates

5. Referee Checks and Hogan Assessments

One of our key initiatives which differentiates us from others is the conduct of thorough **referee checks for the shortlisted candidates prior to interview**. This assists the Interview Panel to make a preferred selection soon after interview. Our practice is to obtain checks with three (3) referees - usually a supervisor, a board/council member, and a community leader.

We use **Hogan Personality Assessments** in our recruitment practices to understand the leadership style and skills an individual brings to the role. We produce a **comparative matrix report** on each shortlist candidate that will assist the panel in validating the positive impressions gained at interview and through referee checks, and also provide insight into possible limitations. **Helen Lever** is an accomplished and accredited Hogan Assessor and will be able to provide expert guidance on the results.

6. Interview, Selection, Background Check, Contract Negotiation

We will provide **draft interview questions** to the Mayor to review and modify and produce the final questions for interview.

We have an expertise in the use of contemporary **scenario-based selection tools** and these **exercises/presentations** have been used to advantageous effect in assessing candidate responses to the document provided. The candidate is provided with the instructions prior to the interview day and they then outline their response over 10 minutes at the start of the interview. We provide the **draft exercise** for Council's consideration prior to interview and agree the final scenario.

Prior to interview, we will provide to the Interview Panel a comprehensive Interview Pack containing:

Interview Schedule	Shortlist Candidate Summary
Scenario Exercise	Position Description
Hogan Matrix Report	Interview Questions
Applications and Resumes	Referee Reports

We will **facilitate interviews** with the shortlisted candidates and the Interview Panel, asking the questions of candidates. Panel members are able to clarify responses and ask questions during or at the end of the interview.

We will **advise the successful candidate**, as well as the **unsuccessful candidates** and provide feedback where appropriate.

We will conduct **background checks** on the successful candidate for educational qualifications claimed, bankruptcy and police records.

We will assist in **contract negotiations** with the preferred candidate.

We will provide a report on Chief Executive Officer's Total Remuneration with recommendations on the appropriate package to offer the successful candidate.

7. Post appointment induction workshop

We believe one of the **significant differences** we can offer Town of Walkerville in comparison to others is our ability and preparedness to conduct an **in-house induction workshop** with the Councillors and Chief Executive Officer within 3 months of the Chief Executive Officer commencing in the role.

This is designed to allow the Chief Executive Officer to **formally report to the Councillors** on **first impressions** gained in the role after meeting with Councillors staff, and community members in the first 100 days. The workshop allows the Councillors and the Chief Executive Officer to **align thinking on key directions** for the first year and ensure the expectations of each side are clearly understood and agreed.

This then is built into a **performance agreement** to align the Council and the Chief Executive Officer with a core group of agreed objectives.

We can provide a separate proposal to the Council to facilitate the performance review process on an annual basis.

More information is outlined on page 11.

**ROLE
FILLED**



The recruitment process - from inception to the new General Manager commencing - requires approximately 14 weeks – the indicative timeline is:

Week 1-2

- Workshop with the Mayor and Councillors to identify the position challenges and person requirements – key skills, abilities and attributes
- Develop Information Package, timeline and meeting protocols
- Develop advertising strategy, obtain quotes and design advertisements
- Gain authorisation of Information Package and advertising proofs

Weeks 3-5

- Commence 26 day advertising campaign
- Make contact with potential candidates face to face, or by phone or video conferencing
- Close applications

Week 6-8

- Prepare overview of applicants and submit to Mayor/panel members
- Discuss candidates with Mayor and Panel Members and select shortlist for interview
- Advise shortlist candidates of selection and notify unsuccessful candidates
- Conduct referee checks and arrange Hogan personality assessments on shortlist candidates
- Liaise with shortlist candidates to prepare them for interview
- Develop and courier interview packages to Interview Panel Members
- Interview Panel interviews shortlist candidates
- Interview Panel or whole of Council conducts second and final interview

Week 9-10

- Liaise with successful candidate and notify unsuccessful candidates
- Finalise offer and contract of employment for successful candidate
- New General Manager commences

Timeline

TOWN OF WALKERVILLE

Chief Executive Officer

Come and be part of this vibrant community

The Township is home to almost 8,000 residents and remains the only Council in metropolitan Adelaide to have retained its 'Town' status.

The Town of Walkerville is the smallest Council in metropolitan Adelaide and covers a land area of 3.5km².

Our diverse community is served by eight Elected Members and the Mayor of Walkerville.

The Office of the CEO provides support to the Elected Members through the provision of advice on strategy and policy direction, as well as ensuring that Council and Administration comply with statutory obligations.

The Office of the CEO supports the principles of equal opportunity to encourage the detection and elimination of discrimination, victimization and sexual harassment, as well as promoting a state of equality among all sectors of the Town of Walkerville.

We have an exciting future ahead and we need an exceptional leader to become part of a talented and enthusiastic executive team to plan and deliver services to the Walkerville community.

Council is looking for a Chief Executive to deliver on the exciting challenges and opportunities that lie ahead, including delivering the necessary infrastructure for the growth in the region.

The new Chief Executive Officer will be a collaborative leader and someone who can motivate staff to deliver quality, cost effective services, whilst building a 'one-team' approach and developing the culture in Council around Councils values – Integrity, Service, Responsiveness, Involvement, Responsibility and Equity.

An attractive total remuneration package up to \$330K based on the skills, abilities and experience the preferred candidate brings to the role.

To Apply
Please visit our website masonblackadder.com.au/current_vacancies to obtain a detailed **Information Package** about the role and the **Application Form**. Once you have read these please contact **Helen Lever** on **0423 157 558** for a confidential discussion regarding the position.

Applications close 9am Monday, 24 April 2023.

Mason Blackadder masonblackadder.com.au

Example Ad only

We are ready to commence the recruitment from April 10, 2023.



Fees and Expenses

Excludes
GST

Consultant Fee



With our strong desire to work with Town of Walkerville, we will conduct the full recruitment process for a fixed consultant fee of \$19,500 plus GST (excluding other expenses listed below). This fee includes document production, colour artwork, report printing, and binding and the time involved with sourcing and holding discussions with potential candidates, evaluating candidates, assisting with the selection of the short list of candidates for interview, facilitating interviews, and concluding the process, including developing the draft contract of employment. Consultant travel expenses are listed below.

\$19,500

Advertising



The media schedule will be tailored to suit the needs of Council prior to ad campaign placement. The significance of this position engenders a broad advertising campaign involving:

\$3,671

4 x Seek | LinkedIn Recruiter | CouncilJobs
Local Government Job Directory – Print and Online

Mason Blackadder LinkedIn and Mason Blackadder Website (free)

Psychometric Assessments



Shortlisted candidates undertake a Hogan Assessment to identify the leadership characteristics they are likely to bring to the role, and to identify potential fit with council's culture. The matrix is developed inhouse for the Panel to use on the day of interviews and subsequently during deliberations

Individual report (per candidate)
Hogan Candidate Summary Matrix*

\$435
\$390

*if more than 4 candidates each additional candidate matrix is \$78

Background checks



We obtain checks on the successful candidate for bankruptcy, police record, and education qualifications – for qualifications our price includes up to two Australian qualification checks – and for each extra qualification an additional \$50, and for each overseas qualification \$120.

\$ 390

Consultant Travel Expenses



It is expected that there will be two (2) trips to Walkerville for Mayor and Panel workshop and final interviews.

At cost

Flights, taxis and/or rental vehicles are charged at cost. Accommodation plus meals are also charged at cost.

We always endeavour to keep these costs to a minimum for Council.

Candidate Travel Expenses

This will depend on the number of candidates interviewed and if face to face interviews are undertaken. If face to face, costs will depend on where they travel from and if accommodation/car hire etc. is involved.

At cost

Additional Services

Chief Executive Officer - Mentoring and Leadership Development

Being a Chief Executive Officer can be a lonely job and the buck certainly stops with the Chief Executive Officer. At times in their leadership role the Chief Executive Officer will need help, advice, and support, which some may not have the humility to ask for.

Helen Lever is an accredited Hogan Personality Assessor. As part of the recruitment process Helen will take the new Chief Executive Officer through their Hogan Personality Assessment and identify any development areas the new Chief Executive Officer will have to address to ensure a successful introduction to the organisation. **This is provided as part of the Consultant fee and no additional charge applies.**

Chief Executive Officer Induction Workshop & Performance Agreement

(extra service at reduced fee)

We are very proud of our reputation in being able to attract the highest quality field of candidates to executive positions, and to ensure the best possible introduction into the organisation once an appointment is made. As part of our engagement, we will conduct and facilitate a half-day, in-house induction workshop with Town of Walkerville Councillors and the Chief Executive Officer, approximately 2 months after commencing in the role.

As John Wareham, the US leadership guru, famously once said:

'You never have to worry about recovering from a good start'

The value to Town of Walkerville in the conduct of this workshop is in the close-working relationship established between the Mayor, Councillors and the new Chief Executive Officer. One of the key outcomes is the identification of expectations of the Chief Executive Officer by the Councillors, and the expectations of the Councillors by the Chief Executive Officer. This then is built into a performance agreement to align the Council and the Chief Executive Officer with a core group of agreed objectives.

With the work involved in preparing for the workshop, the conduct of the workshop, the provision of an outcomes report, and the establishment of a Performance Agreement, the value to the Council is estimated at \$10,500 plus GST – **but we will provide these services if Council chooses at \$5000 (plus GST) – excluding travel expenses.**



Testimonials & References

The following referees will attest to the professionalism, quality and standards applied by Helen Lever, Stephen Blackadder, Scott Mason and the Mason Blackadder team when providing executive recruitment services.



Jeremy Bath
CEO

City of Newcastle

0419 267 789

Recruitment Projects:

Executive Director Corporate Services, **Executive Manager** People and Culture, Executive **Manager** PMO, CIO, Executive Manager Sustainability and Environment

Mayor

Would recommend the company to anyone. Great team great outcomes. Have worked with them on a couple of recruitments and everything went well.



Steven Head

General Manager

Hornsby Shire Council

0419 468 496

Recruitment Projects:

Chief Financial Officer and Manager Regulatory Services

General Manager

Really impressed with the whole process. Great work.



Mr Ben Taylor

Chief Executive Officer

Wollondilly Shire Council

0402 883 840

Recruitment Project:

Chief Financial Officer and Director Customer and Corporate Services

Director

I was impressed by the level of communication. I also liked that referee checks and pre-screening is completed prior to interview.



Mr Jason Linnane

General Manager

Singleton Council

0417 419 408

Recruitment Projects:

Director Organisation and Community Capacity and Director Infrastructure and Planning

Candidate

I would like to commend you and your team on your extraordinary attention to detail and professionalism exhibited during this entire process. I can genuinely say that I have never witnessed a recruitment process executed so flawlessly. Thank you very much.



Further Information

1. Service Guarantee

Should an appointment not be successful at completion of the recruitment process, we will conduct a full second-round recruitment at 50% of the consultant fee. Other additional expenses apply as per this quotation.

Should the Chief Executive Officer leave based on performance issues within twelve (12) months of commencing in the role we will conduct the next recruitment at no Consultant Fee. Other additional expenses apply as per this quotation.

Should the Chief Executive Officer leave for any other reason within twelve (12) months of commencing, a 50% consultant fee will apply. Other additional expenses apply as per this quotation.

2. Variations

Should second round interviews be required, attendance at Council to facilitate the process will be at a fixed fee of \$1,800 plus GST along with travel expenses for the time involved in preparing for and facilitating interviews and travelling to the Council Locality.

3. Cancellation

Should for any reason the recruitment process be cancelled or otherwise halted once commenced, the full consultant fee shall be applicable.

4. Conflict of Interest

Helen Lever, Scott Mason and Stephen Blackadder do not have any known or potential conflicts of interest in the performance of this Contract and will advise Council should any issues arise.

5. Invoicing and Payment Terms

Our preference is to invoice in two (2) stages:

- **Stage One** at the end of shortlisting, being 75% of consultancy fee, along with advertising expenses.
- **Stage Two** at the end of the recruitment, including the final 25% consultancy fee, travel expenses for consultant and shortlisted candidates, Hogan Personality profiles and reports, and background checks.

Payment terms are 14 days from date of invoice

6. Insurances

Mason Blackadder has policies of public liability, professional indemnity, and worker's compensation insurance for people employed by Mason Blackadder:

- **Insurance** cover for the statutory and common law liability for death or injury to persons employed by the contractor; and
- **Professional Indemnity Insurance** in the sum of at least \$10,000,000.00 in respect of any one occurrence and for an unlimited number of claims
- **Public Liability Insurance** in the sum of at least \$20,000,000.00 in respect of any one occurrence and for an unlimited number of claims.



Helen Lever

NSW State Manager

Beginning her career in the Education sector, Helen worked as an academic at the University of Sydney following completion of her Master's degree. Not surprisingly, with this background Helen has a passion for lifelong learning and professional/ personal development.

In 2006, Helen joined Manly Council and quickly developed a strong commitment to the sector with a passion for advancing the "local government brand" generally and raising awareness of the vast output and importance of the sector in the life of the communities they serve.

At Manly as Manager, Administration Helen had responsibility for a diverse group of portfolios / functions including Mayor / Councillors Liaison and Council meetings, property, records and procurement. She reshaped the Property portfolio and delivered a number of significant commercial projects and reviews of various processes to improve efficiencies across all her function responsibilities along with significant financial outcomes for the Council and community.

After the May 2016 amalgamation of the three Sydney peninsula Councils (Pittwater, Warringah and Manly) Helen was catapulted into the new Northern Beaches Council (along with 1800 **lecturer/ academic at the University of Sydney.**

other colleagues) where she strongly embraced the challenging and once in a lifetime change environment that arose.

She soon became the Executive Manager, Governance and Enterprise Risk followed by Acting Deputy General Manager, Corporate Services, then finally the General Manager, Customer and Corporate at the now fourth largest Council in NSW.

Her portfolios at Northern Beaches included Finance, Communications and Community Engagement, Legal Services, HR/WHS, Library Services, Customer Service, Governance/ Risk and IT. The staff in her Division alone numbered just under 400.

Helen also performed the role of Acting CEO at Northern Beaches Council during the early part of 2018 prior to the appointment of the second CEO of the new Council.

Academic and Professional Qualifications

Helen has a Master of Education from the University of Sydney in Political Philosophy and Management. Prior to entering the local government sector Helen worked as a tenured lecturer/ academic at the University of Sydney.



Scott Mason

Managing Director

Scott has spent the past 32 years working in local government in Monto, Gayndah and Diamantina Shire Councils and Central Highlands Regional Council (the last 3 Councils as CEO). He then joined Townsville City Council. He has been Secretary of the Central Highlands Development Corporation and is Chair of the Queensland Great Artesian Basin Advisory Council, a member of the Queensland Water Directorate Technical Reference Group.

Scott has a strong value set comprised of authenticity, courage and vulnerability.

He has led and participated in many recruitment Panels throughout his career over the last 22 years, recruiting for senior executive roles and specialist technical roles.

Scott recently commenced a consulting career through which he intends to assist local government to consolidate and improve in the important services it provides.

Academic and Professional Qualifications

- Bachelor of Economics – University of New England
- Advanced Negotiation Skills – Scotwork Australia
- Australian Applied Management Colloquium – Workplace Training Advisory Australia



Stephen Blackadder

Australian General Manager

Stephen has a wealth of Australian local government experience, gained over 36 years working in 7 diverse city and rural authorities in NSW. With considerable knowledge of interstate, New Zealand, California and UK local government, Stephen has an acute understanding of local and international trends.

A local government CEO from 1988 to 2007 Stephen led reforms to systems, procedures, policies and strategies in an environment of cost cutting and resource limitations. He was instrumental in guiding the formulation of community development strategies, in particular the economic development of cities and regions - at Rockdale and Warringah Councils in Sydney and in the Southern Sydney Region and Northern Beaches of Sydney.

Stephen's skills come to the fore in identifying strategic opportunities, working with council staff, councillors and the community in a team approach, agreeing on the way forward and overseeing the implementation.

Stephen served as National Registrar of the Local Government Chief Officers Group from 1998 to 2007 when he left local government to establish his management consulting business. This has given him a national network of CEOs and contacts.

After leaving local government in 2007 Stephen established Mason Blackadder Pty Ltd and as a consultant since 2007, he has led consultancy assignments assisting NSW, Victorian, Queensland, West Australian, Tasmanian and Northern Territory local governments – in executive recruitment, organisation structure reviews, organisation reviews, culture improvement programs, organisation business planning, community strategic planning, policy development, and executive staff training and development.

Stephen has a passionate commitment to local government and local communities. He describes his ongoing role as "helping people to achieve their aspirations - whether employees, councillors or local community members".

Academic and Professional Qualifications

Associate in Local Government Administration, 1977 - (Mitchell College, Bathurst)

Member of the International City Management Association, 1986

Degree in Business Administration, 1987 - (Mitchell College, Bathurst)

Certificate of Continuing Professional Development, 1987 - (Institute of Municipal Management)

Fellow of the Institute of Municipal Management, 1993

Hogan Personality Assessment Certification. 2013

Honours and Awards

- IMM/Municipal Mutual Overseas Foundation Award, USA/UK, 1992
- IMM Management Excellence Award, 1993 (for Management Team Building)
- IMM Management Excellence Award, 1994 (for Staff Development)
- IBM/Stowe/IMM California Exchange Programme Award, 1996
- IMM/CLAIR International Exchange Workshop, Japan, 1997
- ICMA 25 Year Local Government Service Award 1997
- ICMA 30 Year Local Government Service Award, 2002
- ICMA 35 Year Local Government Service Award, 2007

Why choose Mason Blackadder

We know and believe in Local Government. We have contemporary knowledge, and we know the issues the industry faces

Scott, Stephen and Helen have held CEO/GM/Director positions in local government during their careers and have continued to support Councils in their consulting roles. **They know what's happening in local government** – they see the good things and can identify where improvement is needed.

This is a significant value-add in terms of recruiting for the critical position of **Chief Executive Officer**.

The successful applicant **MUST** be able to prove that they can be **successful working in the unique political environment of local government**. Our experience helps ensure this outcome.

Extensive Networks and Contacts

Our expansive network of contacts includes an outstanding selection of candidates from across Australia, in New Zealand, and the UK, resulting in a **very broad offering of those who align with the job requirements and organisation culture**.

Candidate Care

We speak with every potential candidate and take time to discuss their career goals and offer advice to candidates on the best way they can achieve their true potential.

Our transparent process ensures all parties are aware of the timeline and prepared for key events.

Prior to interview, we help candidates prepare for time in front of the panel and with tips on how to be their best self under pressure and craft their responses to showcase their experience, knowledge and expertise.

We have a unique, contemporary recruitment process that has been continually improved over the years to ensure it is both industry-leading and successful for both the candidate and the employer. We want a good fit for all.

Expertise in Psychometric Testing

We have **six (6) fully accredited Hogan consultants** who interpret the likely leadership styles of short-listed candidates and can analyse stress responses by short-listed candidates at interviews. The Hogan assessments reveal candidate differences and their alignment with the desired culture.

Results And Reach

Our personal, political and corporate network extends into **social media**. Mason Blackadder has an engaged following who read, watch, like and forward roles posted to our LinkedIn channels. A recent video had over 600 views and a record number of applications. Print and online advertising campaigns are tailored to ensure maximum reach while being cost-effective.



Helen Lever
P 02 8765 1200
M: 0423 157 558
E. helen@masonblackadder.com.au
www.masonblackadder.com.au

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

We MCARTHUR (SA) PTY LTD (Respondent) on 1st March 2023 having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	MCARTHUR (SA) PTY LTD 97 007 895 703
2. Contact Person	Steve Nolis
3. Registered Address	Level 12, 101 Grenfell Street, Adelaide SA 5000
4. Postal Address	As Above
5. Telephone	8100 7000
6. Fax	8215 0200
7. Email	steve.nolis@mcarthur.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Full end to end CEO Recruitment (including on-line advertising)		\$12,000	\$1,200	\$13,200
Print Media Advertising (at cost, if requested)		TBC dependent on Town of Walkerville's requirements		\$4,000 - \$5,000

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

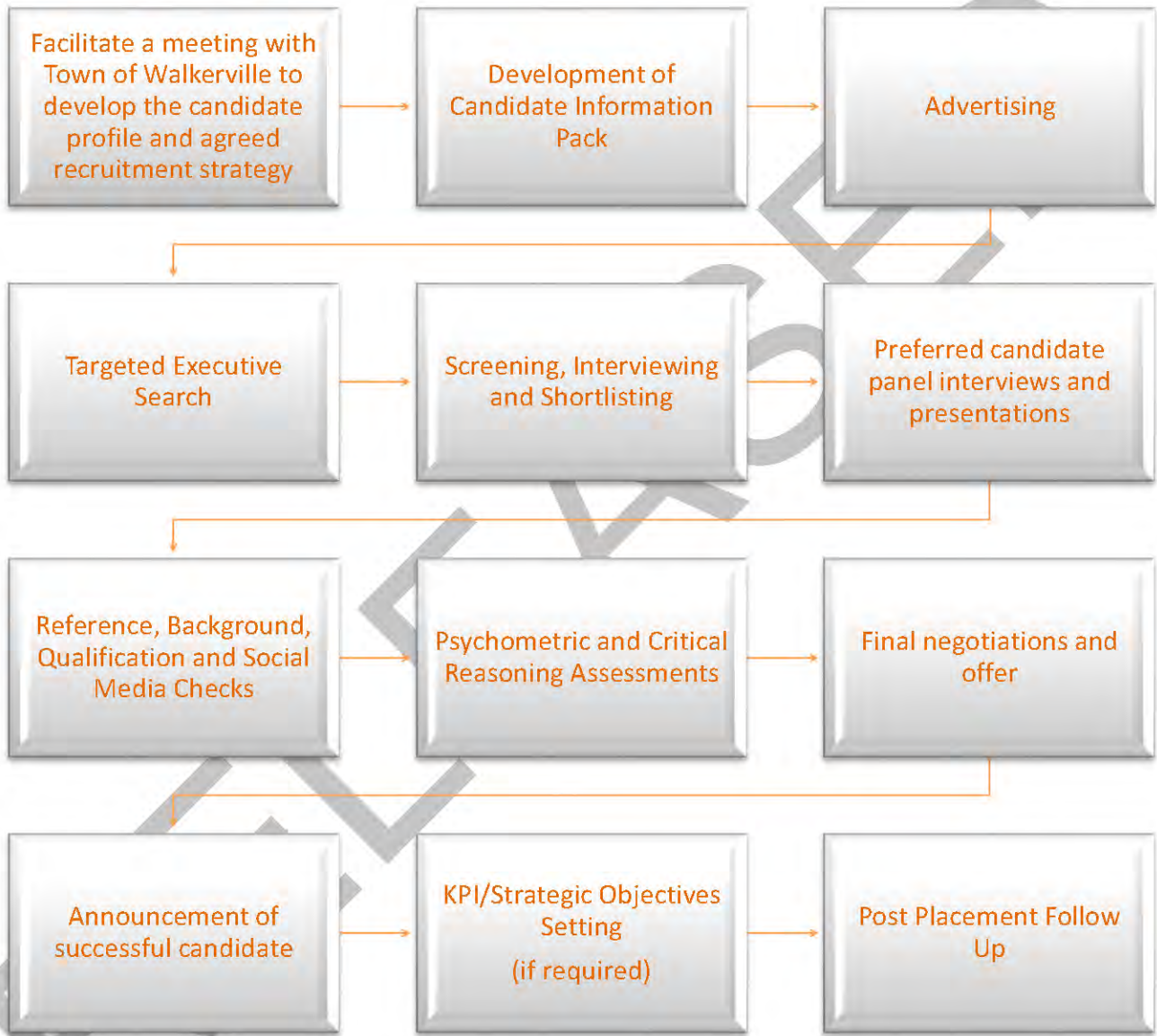
Recruitment Process Summary:

A summary of our holistic and robust recruitment process is outlined as follows:

- Conduct a meeting with the Town of Walkerville prior to the commencement of the recruitment process to gain a comprehensive briefing, agree the recruitment strategy and establish the essential selection criteria
- Assist with the development and/or refinement of the position description to ensure it accurately reflects the skills, experience, qualifications, and personal qualities sought in the successful candidate
- Conduct a Benchmarked CEO Remuneration Review and provide a report to Council to advise and agree the remuneration level and benefits for this position, term of contract, relocation etc
- Prepare thorough and detailed online and print (if required) media advertisements
- Prepare a tailored and comprehensive Candidate Information Pack containing key information about Town of Walkerville, the organisation structure, position description, facilities, and links to key documents i.e. Strategic Plan to inform and facilitate the application process
- Undertake a targeted search activity locally and nationally
- Detail the key McArthur contact's name and mobile telephone number in advertisements and Candidate Information Pack, to ensure all enquiries can confidentially and promptly be managed
- Provide weekly updates to Town of Walkerville verbally and in the form of a Candidate Matrix which summarises all applications, discussions, and enquiries
- Ensure any internal candidates are promptly and respectfully managed throughout the recruitment process
- Conduct preliminary competency-based screening and interviews (in person or via videoconference) with all potential candidates
- Present to Town of Walkerville a long list of prequalified candidates with detailed reports and identify those recommended for shortlisting for panel interviews
- Facilitate shortlist panel interviews
- Offer McArthur Adelaide office and facilities to conduct shortlist panel interviews (if required)
- Guide Town of Walkerville in assessing the final candidates against the selection criteria
- Undertake a minimum of two detailed reference checks for preferred candidate/s
- Undertake psychometric testing – tailored to the expectations of the role (skill and personality fit)
- Undertake background, social media, qualification and police checking of preferred candidate/s (if required)
- Preparation of a report on the outcome of interviews and attendance at meetings (if required)
- Provide general secretarial and consulting support to Town of Walkerville throughout the recruitment process including acknowledgement of applications, coordination of interviews, development of competency-based interview questions and any ad hoc reporting requirements
- Provide feedback to all interviewed unsuccessful candidates
- Assist with the negotiation of offer of employment to successful candidate
- Assist with the communications strategy for an appointment (if applicable)
- Post placement support and follow-up to monitor and ensure the successful transition and integration to the role

Strategy and Methodology

M^oArthur delivers a robust end to end, quality assured and competency-based recruitment methodology.



Recruitment Briefing Meeting

The M^cArthur team will meet to conduct a Recruitment Meeting with Town of Walkerville at the commencement of the process to gain a full and clear understanding of Town of Walkerville's requirements. This meeting serves as the opportunity to have a comprehensive, open and honest discussion to ensure that we have clarity about the ideal candidates sought, along with clarifying the finer details around the timing, flow and key milestones of the recruitment process, executive search and advertising campaign. This will ensure the best outcome for Town of Walkerville. The meeting is critical as it will enable the establishment of the key selection criteria, which will form the basis of advertising, search, interviewing, psychometric testing, reference checking and future performance appraisals.

Candidate Information Packs

We will assist in the refinement of the position descriptions and selection criteria for the roles to ensure it accurately reflects the experience and characteristics sought in the successful candidates. We will use the information provided to help prepare a detailed Candidate Information Pack for the roles. This will include:

- Key information about Town of Walkerville
- Organisational chart
- Position description, person specification, qualifications, experience, and essential criteria
- Links to key relevant information
- Conditions of employment – some of the information may include remuneration, contract term, relocation details, benefits etc. - the content will be approved by Town of Walkerville Other relevant links or documents as required can be included.

Advertising

An online digital advertising campaign will be determined by M^cArthur and Town of Walkerville that is aimed to create maximum reach to candidates locally and nationally and attract the attention of passive job seekers. This can be combined with select print media advertising if deemed appropriate. All options and costs would be discussed in detail for Town of Walkerville to decide upon prior to the commencement of the assignment. Online and social media campaigns include -



seek

McArthur

Linked in



Careful wording of the advertisements, attractive display and appropriate industry/sector categorisation are all important to ensure depth of reach to potential candidates. To ensure prompt contact with potential and interested candidates, the M^cArthur Lead Consultant's name and mobile telephone number will be published in the advertisement/s.

Candidate Search, Acquisition and Attraction

M^cArthur has a proud 54-year history of undertaking successful Executive recruitment assignments across a range of sectors. We will undertake extensive talent mapping, identifying a list of potential candidates, and agree on any organisations and sectors to be targeted. Search is essentially a process of timely assessment, and commercial in confidence judgement calls around suitability, fit and availability. It is this process that distinguishes a traditional recruitment process, and a recruitment company, into a seasoned and respected search consultancy.

Specialist Search is at the forefront of everything we do and has been a key contributor to our success. The key to search is knowing the market and the best applicants to directly approach. These candidates are discreetly sourced via a range of search tools and methods.

- **Traditional head-hunting methodologies**
- **Extensive database searching**
- **Networking and referrals**
- **Social media sourcing and attraction**
- **Conferences and event relationship development**
- **LinkedIn recruiter advertising and search**

We will undertake extensive talent mapping, identifying a list of potential candidates, and agree on any organisations and sectors to be targeted. Through extensive research activity and our networks, we will approach these people to discuss the vacancy, gauge interest and encourage interested candidates to apply, or alternatively provide names of acquaintances or referrals that may be suitable or interested in hearing about these opportunities.

M^cArthur has prior experience in filling hard roles in the metropolitan area and in remote rural locations. Our strategy is based on a combination of search and networking with our national database of clients, candidates, and specialist consultants. Through undertaking a fortnightly national WIP meeting, roles are discussed and shared with our 150 recruitment staff across Australia and shared across platforms such as LinkedIn where M^cArthur have over 30,000 followers and each consultant has considerable individual connections. We also own a "LinkedIn Recruiter" license whereby, we can access passive candidates – many of which have unique and in-demand skill sets.

Candidate Applications

All applications are acknowledged in writing and we recommend keeping applications open for a three week period (flexible if a longer period is preferred or deemed necessary), to ensure maximum visibility, allowing both active and passive candidates have adequate time to see or hear about the opportunity. M^cArthur is flexible to continue to speak with potential candidates if late in applying and/or if the Town of Walkerville wishes for us to do so.

Great care is taken with any internal candidates, ensuring they are respected and treated fairly throughout the process.

Candidate Matrix

Each week of the advertising campaign we will prepare and or update a Candidate Matrix which summarises applications received to date. This will contain summaries of the details of all applicants including their current and past positions, employer, qualifications, location etc. We will also provide an initial rating based on their background and application as to whether the candidate should be potentially considered for preliminary interviewing by our M^cArthur Lead Consultant. Full details of all applications will be made available upon request at any time throughout the recruitment process.

Screening, Interviewing and Shortlisting

We will undertake preliminary detailed telephone screening with all potential candidates, to enable us to narrow the field down to a long list of those most suitably matched, based on the agreed criteria. These candidates will then be invited to a face to face or videoconference interview. Specific competency-based interview questions will be developed to draw upon the essential skills, test experience and highlight personal qualities required for success. The nature of the questions will also provide a good understanding of indicative behaviour in the workplace and community and will test motivational factors relating to the fit and desire to take up the role and location.

We also discuss how a position and relocation (if applicable) of this type would impact any family members. We strongly recommend internal (if applicable) and external candidates should undertake the same application and interviewing process, to ensure they are fairly and consistently benchmarked and considered for the position.

Once our preliminary competency-based interviews are completed, we would then arrange to discuss all candidates with Town of Walkerville - identifying those we recommend for shortlisting. Detailed candidate reports including full application documents and CV will be prepared for all candidates successful to this point, together with commentary around reasons for applying, suitability for the role, current salary remuneration expectations, notice period, family and or relocation requirements.

Shortlist Panel interviews

Once shortlisted candidates are agreed, M^cArthur will schedule and co-ordinate all shortlist interviews for Town of Walkerville on a pre-agreed date and location. As candidates may be coming in from a range of locations for interviews, we can conduct interviews at M^cArthur's Adelaide Office or alternatively, at Town of Walkerville offices.

M^cArthur's highly experienced Lead Consultant is available join Town of Walkerville at this stage to help with coordination, facilitation, and administration of this part of the process. Timing on the day/s, preparing and asking pre-agreed competency-based questions, making observations and further assessment of each candidate, notation of candidate answers, and any other functions deemed necessary by Town of Walkerville can all be facilitated by the M^cArthur Lead Consultant.

We will develop an appropriate interview guide specific to the role utilising targeted competency based (behavioural) interview questions. This will not only enable Town of Walkerville to explore skills and experience, but also assess values, behaviours, cultural fit, and alignment to their strategic direction. We can also discuss the need for further assessments e.g. scenario based and presentation topics.

We will have all paperwork including interview schedules, interview guides, candidate reports, position description etc, ready for the Interview Panel on interview day. Full administrative support will also be available on interview day/s, along with refreshments, morning and or afternoon tea, lunch etc. An Interview Panel debrief discussion typically follows Shortlist Panel Interviews.

Reference checking

A minimum of two reference checks are undertaken for all potential candidates following shortlist interviews however, we will undertake as many as Town of Walkerville would like.

The M^oArthur team are highly experienced in conducting robust Executive level reference checks. Referees will be asked to comment on the key selection criteria and aspects specifically relating to the individual and competency based, rather than simply offering generic feedback.

Areas such as leadership style and effectiveness, team and culture development, strategic contribution and planning, change management, technical knowledge, overall strengths and weaknesses, internal and external relationships are typically interrogated.

Where candidates have not nominated appropriate referees, we will ask for additional names. We also conduct background, internet, social media and police checks. Transcripts of the reference checks will be provided to Town of Walkerville once completed.

Psychometric Assessment

Psychometric assessment techniques and tools for validity are offered in assessing levels of competence, cultural fit, aptitude and future potential of the preferred candidate/s. These will be administered by our in-house M^oArthur Human Resources Consulting specialist Rebecca Hunt, who will provide detail reports and will add value to the process by providing additional predictive material and verbal feedback and advice to Town of Walkerville. Independent of the recruitment process, the psychometric assessment/s will provide Town of Walkerville with a profile on the candidate/s against pre-determined benchmarks. The assessments comprehensively assess behaviours, personality, leadership etc, along with critical, verbal, numerical and abstract reasoning skills.

Confirmation of Qualifications

Academic qualifications and/or professional memberships will be validated with the appropriate institution/s on behalf of the preferred candidate/s. Certificates and academic transcripts are also requested as part of the recruitment process for all candidates being considered for the positions.

Second Interview or Presentation

For an Executive appointment it is typical that a second meeting, interview or presentation be conducted. Suggestions for the format of this process would be discussed with Town of Walkerville. This meeting generally would be recommended after all due diligence has been completed and prior to an offer of employment being formalised.

Offer and Acceptance

The M^oArthur Lead Consultant will typically assist and facilitate the offer process on behalf of Town of Walkerville.

M^oArthur also has extensive experience assisting organisations to determine appropriate key performance indicators aligned to their Strategic objectives. M^oArthur can assist in facilitating this between Town of Walkerville and the successful candidate. We can also provide non-legal support and assistance in relation to the review of the employment contract.

Unsuccessful Candidates

Once an offer has been accepted, all unsuccessful shortlisted candidates will be notified and provided with specific and personalised feedback. We are also happy to undertake this process face to face, by videoconference or telephone with any unsuccessful internal candidates to assist with their future professional development aspirations and to ensure they feel valued and have been fairly considered for the position.

Post Placement Guarantee and Follow-up

Although unlikely to be required, M^cArthur will provide an unconditional 12-month replacement guarantee to support the robust recruitment process.

M^cArthur's Lead Consultant will follow-up with Town of Walkerville at the one, three, six and twelve month point as a minimum. We are keen to ensure the successful candidates make a smooth transition into their roles, are progressing toward meeting KPIs, and are proving to be well aligned culturally to Town of Walkerville and the local government sector.

M^cArthur are very well experienced with Performance Review's and KPI Setting, measuring and monitoring advice, and will be available to help at any point along the successful candidate's career journey with Council.

The M^cArthur Difference

- Proudly Australian owned and operated, South Australian based with a 54 year history
- The only Senior Executive recruitment firm serving Local Government nationally, ensuring the generation of a wider pool of talent
- Unrivalled experience managing Senior Executive recruitment assignments within Local Government
- 150 nationally located M^cArthur recruitment and human resources specialists
- Robust end to end, quality assured and competency-based recruitment methodology
- Approved supplier to Local Government nationally
- Major Sponsor and Partner of LGA and Local Government Professionals events nationally
- Annual production of the Local Government National Remuneration Survey
- Leading firm in Local Government Performance Reviews, Remuneration Benchmarking and KPI Setting
- Preferred pricing and positioning for all Local Government online and print advertising nationally
- Leading technology and capability in relation to local, national and international candidate search
- Comprehensive, flexible and transparent fixed fee pricing for the robust end to end recruitment process
- Objective and accurate assessment of the qualities, aptitudes and capabilities of candidates recommended for short-listing
- Leading Psychometric Assessment tools and processes managed by our dedicated in-house M^cArthur specialist
- Provide assistance to Council with the setting of Performance Objectives and KPI's after appointment of the successful candidates
- Unconditional 12 month guarantee period.

Experience and Resources

Steve Nolis will lead and personally manage the recruitment process with Council, assisted by Paul Coyle, Executive Senior Consultant and Rebecca Hunt, General Manager Recruitment & Human Resources Consulting. This team approach will ensure the constant availability of resources to personally facilitate and assist Council and candidates throughout the recruitment processes.

A summary of our experienced M^oArthur Local Government team members is outlined as follows:

Steve Nolis – Managing Director South Australia – MBA, BICIS, MAICD



Steve is the Managing Director SA for M^oArthur. Prior work experience includes Executive Director Commercial for the Local Government Association and CEO of a prominent legal firm. He has extensive experience in managing CEO's through being a 10-year Director of Beyond Bank where he held titles of Deputy Chair and Chairman of Governance and Remuneration. Other prior and existing Board roles include Chair of the Corporate Traveller Customer Advisory Board, Director of Netball SA, and Chair of the Adelaide Thunderbirds Commission.

Steve has over 20 years Executive Recruitment experience having successfully placed CEO's and Senior Executives locally and nationally. Through deep relationships with LGA's across Australia, he has established a national referral network within the Local Government sector assisting candidates with future career opportunities whilst authenticating and developing a talent pool across Australia. His Commercial networks run deep, providing clients with a wide diversity of experience and skill sets of short list candidates.

Steve works closely with CEO's, Mayors and Elected Members to ensure that the candidate profile, skill set, and personality fit matches the requirements and expectations of the role. Through behavioural style interviewing, Steve has the philosophy to only short list exceptional candidates for clients. An understanding of the culture and environment is also critical when matching candidates within metropolitan, peri-urban, and rural Councils.

His tertiary qualifications include a Graduate Certificate in Management, Diploma in Management, and a Master of Business Administration (MBA). He has also completed studies through The Business in China Intensive School in Shanghai, China.

Rebecca Hunt – General Manager Recruitment & Human Resources Consulting – BA Hons / MAHRI



Rebecca has over 15 years' experience across a wide range of Human Resources Consulting disciplines including:

- Executive Recruitment
- Remuneration Reviews
- Psychometric Testing
- Selection Criteria Development
- Position Description Development
- KPI setting
- Contract Management
- Performance Management
- Organisational Reviews
- Team Profiling
- Engagement/Culture Surveys

Prior to joining McArthur, Rebecca acquired extensive experience in the UK and USA and more recently from working in a "Big 4" professional services firm. Rebecca's astute business acumen, exceptional communication / organisation skills and wealth of experience ensure clients are provided with a holistic, high quality and comprehensive service. Rebecca is passionate about creating lasting relationships with clients, based on integrity, effective tailoring of service to clients' needs/requirements and ingrained best practice approach.

Paul Coyle – Senior Executive Consultant



Having joined McArthur as a Senior Recruitment Consultant in September 2019, Paul partners with Local, State and Federal Government, Not for Profit and Commercial clients to provide quality and value-added recruitment and HR solutions. He brings over 10 years of Executive recruitment experience in the Adelaide market.

With a proven track record and a significant network across South Australia, Paul is seen as a trusted advisor who goes beyond the call of duty when it comes to understanding client needs and candidate care to ensure not only a skills match but also a cultural fit.

He is highly regarded and noted for his high attention to detail and one who will ensure a true and proper process is followed when undertaking a recruitment assignment.

M^cArthur Executive Success Stories (CEO Placements nationally)

Organisation	Position/s
SA	
District Council of Barunga West	Chief Executive Officer
Local Government Association SA	Chief Executive Officer
Adelaide Plains Council	Chief Executive Officer
City of Mount Gambier	Chief Executive Officer
District Council of Lower Eyre Peninsula	Chief Executive Officer
City of Port Lincoln	Chief Executive Officer
City of Whyalla	Chief Executive Officer
District Council of Karoonda East Murray	Chief Executive Officer
District Council of Ceduna	Chief Executive Officer
Berri Barmera Council	Chief Executive Officer
Alexandrina Council	Chief Executive Officer
District Council of Tumby Bay	Chief Executive Officer
District Council of Orroroo Carrieton	Chief Executive Officer
Rural City of Murray Bridge	Chief Executive Officer
Flinders Ranges Council	Chief Executive Officer
Tatiara District Council	Chief Executive Officer
Mid-Murray Council	Chief Executive Officer
Wattle Range Council	Chief Executive Officer
District Council of Streaky Bay	Chief Executive Officer

City of Marion	Chief Executive Officer
Berri Barmera Council	Chief Executive Officer
Local Government Association Procurement	Chief Executive Officer
Northern Areas Council	Chief Executive Officer
Murraylands & Riverlands LGA	Chief Executive Officer
Wudinna District Council	Chief Executive Officer
VIC	
City of Ballarat	Chief Executive Officer
Mitchell Shire Council	Chief Executive Officer
Warnambool City Council	Chief Executive Officer
Mildura Rural City Council	Chief Executive Officer
Kingston District Council	Chief Executive Officer
Queenscliffe Borough Council	Chief Executive Officer
Mansfield Shire Council	Chief Executive Officer
Yarra Ranges Shire Council	Chief Executive Officer
Mornington Peninsula Shire	Chief Executive Officer
Ararat Rural City Council	Chief Executive Officer
Hepburn Shire Council	Chief Executive Officer
Colac Otway Shire Council	Chief Executive Officer
Knox City Council	Chief Executive Officer
Mount Alexander Shire Council	Chief Executive Officer
City of Greater Geelong	Chief Executive Officer

Greater Shepparton City Council	Chief Executive Officer
Wyndham City Council	Chief Executive Officer
NSW	
Lithgow City Council	Chief Executive Officer
Cessnock City Council	General Manager
Upper Lachlan Shire Council	General Manager
Glen Innes Severn Council	General Manager
Yass Valley Council	General Manager
Inner West Council	General Manager
City of Ryde	General Manager
City of Blue Mountains	General Manager
QLD	
Winton Shire Council	Chief Executive Officer
South Burnett Regional Council	Chief Executive Officer
NT	
City of Darwin	Chief Executive Officer
West Daly Regional Council	Chief Executive Officer
West Arnhem Regional Council	Chief Executive Officer
Litchfield Council	Chief Executive Officer
Alice Springs Town Council	Chief Executive Officer
City of Palmerston	Chief Executive Officer
TAS	

Burnie City Council	General Manager
Devonport City Council	General Manager
George Town Council	General Manager
Meander Valley Council	General Manager
West Tamar Council	General Manager
Break O'Day Municipal Council	General Manager
Kingborough Council	General Manager
Northern Midlands Council	General Manager
WA	
City of Busselton	Chief Executive Officer

Referees

Referee Name	Position Recruited	Organisation	Telephone
Mayor Dean Johnson	Multiple roles	District Council of Kimba & LGA SA President	0427 619 815
Mayor Caroline Phillips	Chief Executive Officer	District Council Karoonda East Murray	0418 841 552
Mayor Sue Scarman	Chief Executive Officer	Northern Areas Council	0418 844 935
Mayor Leonie Kerley	Chief Executive Officer	District Council of Barunga West	0428 353 025

Professional Fee (End to End recruitment)

A fixed fee of **\$12,000 plus GST** would apply for the comprehensive end to end recruitment process and benchmarked remuneration review.

A summary of the inclusions as outlined in detail this proposal is:

- Full end to end search and recruitment service as outlined in this proposal (including comprehensive search exercise)
- Benchmarked Remuneration Review
- Online advertising – M^oArthur website, Seek, Local Government Job Directory and LinkedIn (including feature LinkedIn tiles shared by our 120 consultants nationally)
- Psychometric Assessment/s for preferred shortlisted candidate/s
- Assistance with KPI setting
- Assistance with non-legal employment contract review and advice
- 12-month unconditional replacement guarantee period
- Post placement support as outlined in this proposal.

Additional Costs:

- Print media advertising at cost (if requested)

Payment of fees:

The fee to undertake this assignment would be invoiced in three stages as follows:

- 30% on commencement of assignment
- 40% at shortlist stage
- 30% on placement of the position.

Schedule 3 Timeframe

Timing (adaptable to suit your time frame)

Upon being selected as the successful consultancy to undertake this assignment, the M^cArthur team will be immediately available to meet with Town of Walkerville at their convenience to, discuss and agree the timeline options and preferences to commence the recruitment process.

An indicative timeline to conduct these recruitment assignments is demonstrated below, which can be varied to suit the Town of Walkerville.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Meet with Town of Walkerville to conduct briefing meeting and agree selection criteria's, recruitment milestones and timelines.								
Review position descriptions, KPI's, key documents and information to include in the Candidate Information Packs, develop, and book all advertisements.								
Commence advertising campaigns, sourcing and search activities, telephone enquiries receive applications.								
Undertake initial interviewing and screening of applications and develop long lists of candidates for discussion. Agree shortlisted candidates.								
Co-ordinate and conduct shortlisted candidate interviews with Town of Walkerville and following, agree preferred candidate/s. Conduct second interviews/presentations.								
Reference, qualification, background, social media and psychometric assessments. Assist with negotiation and acceptance of preferred candidates and assist with Employment Agreements.								



Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	REC 22 000096	\$20,000,000		13/02/2024	About UNDERWRITING
Professional indemnity (if applicable)	REC 22 000096	\$20,000,000		13/02/2024	About UNDERWRITING
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation	03783410			30/06/2023	Return to Work SA
Directors and officers (if applicable)					
Other					
Licence to Carry on the business of an Employment Agent	10442			13/06/2024	SafeWork SA

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for Steve Nolis by an authorised representative in the presence of:	
 _____ Signature of witness	 _____ Signature of authorised representative
_____ Rebecca Hunt Name of witness (print)	_____ Steve Nolis Name of authorised representative (print)
	_____ Managing Director SA & WA Position of authorised representative (print)

Response Request (VP349315) **VPR597134**
Recruitment Services for the Position of Chief Executive Officer

Supplier **OCEANS GROUP SEARCH & SELECTION PTY LTD**
 Business Number **ABN 61 142 958 629**
 Location **level 7/1 York St Sydney, New South Wales 2000 Australia**

These prices are **Fixed**

The following comments where added : None provided.

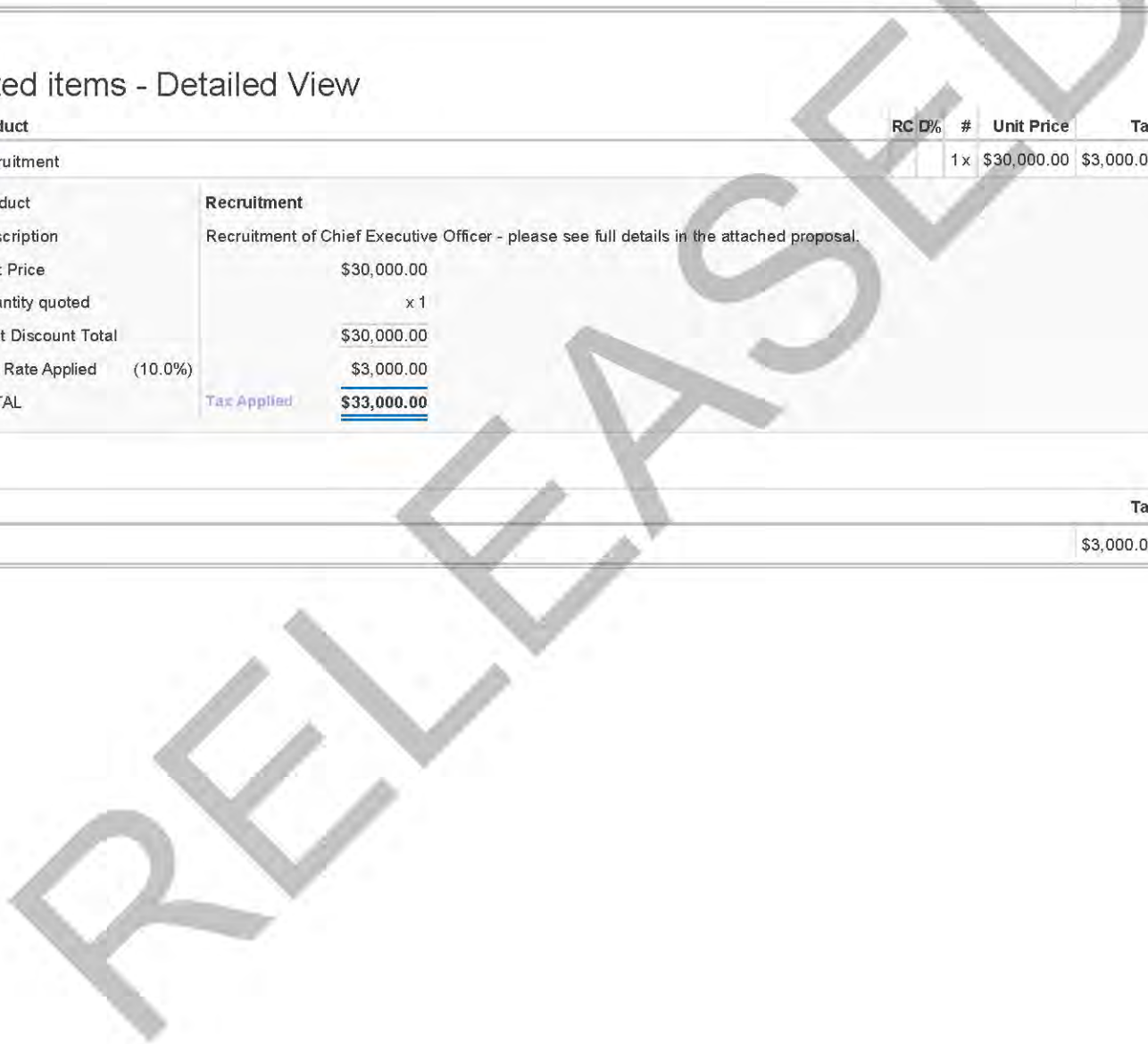
Quoted items

Product	RC D%	#	Unit Price	Tax	Total Price
1 Recruitment		1 x	\$30,000.00	\$3,000.00	\$33,000.00
				\$3,000.00	\$33,000.00

Quoted items - Detailed View

Product	RC D%	#	Unit Price	Tax	Total Price
1 Recruitment		1 x	\$30,000.00	\$3,000.00	\$33,000.00
Product	Recruitment				
Description	Recruitment of Chief Executive Officer - please see full details in the attached proposal.				
Unit Price			\$30,000.00		
Quantity quoted		x 1			
Post Discount Total			\$30,000.00		
Tax Rate Applied (10.0%)			\$3,000.00		
TOTAL				Tax Applied	\$33,000.00

Tax	Total Price
\$3,000.00	\$33,000.00



TOWN OF



WALKERVILLE

Recruitment Services for the Position of Chief Executive Officer

VP reference Number: VP349315

Compliance with the Specifications

We will build a bespoke recruitment screening process based our Best Talent Fit profiling model below:

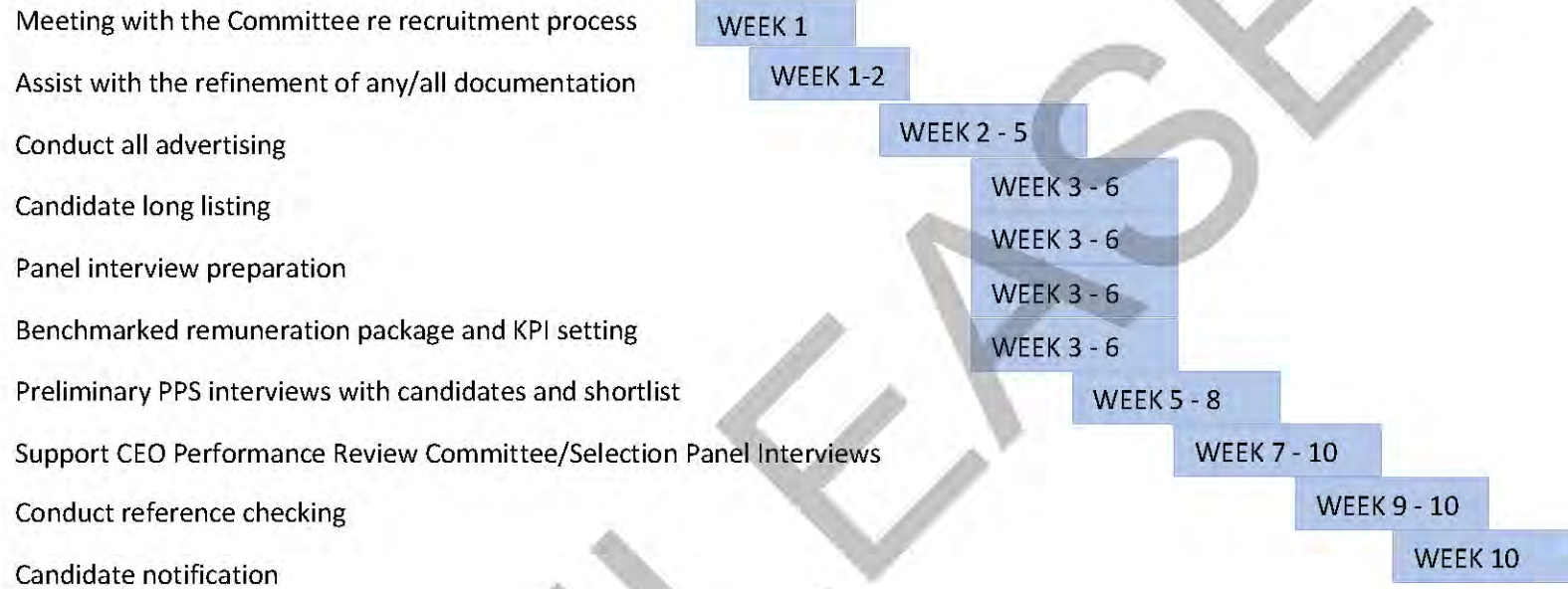


The model above has eight discreet components, expanded below:

- Technical Skills and Discipline Awareness – these elements are company/industry-specific and often reflected through KPIs, Key Result Areas and the purpose/objective of the role, as defined in a Position Description.
- Behavioural Competencies – we will define with you 5 or 6 key behavioural competencies for success in this role and utilise assessment tools such as behavioural interviews, role plays, simulations and psychometric assessment which are most useful in gathering data in these areas.
- Change – looks at the candidates' ability and appetite for change. The level of the role and the organisation's development will determine our approach to exploration via review of their history and behavioural interview and reference checking processes.
- Personal Attributes – refers to the innate personality and abilities of candidates relative to the needs of the role and organisation and relevant to success in the role.
- Motivational, Career and Culture Fit – these components explore the match between the individual and the organisation and role with the intent to maximise retention and sustain maximum performance.

Schedule 3 Timeframe

Indicative Timeframe from Issue of Contract from the Committee to engage Pacific People Solutions and commence recruitment services.



Response Request (VP349315) **VPR593625**
Recruitment Services for the Position of Chief Executive Officer

Supplier **Pacific People Solutions**
 Business Number **ABN 97 138 428 887**
 Location **300 Queen St Brisbane City, Queensland 4000 Australia**

These prices are **Fixed**

The following comments were added : Based on Salary package of \$200,000 - \$250,000 base salary, estimated total package of approx \$230,000 - \$290,000
 Calculations using the lower band value Assumption based on a retained model: progressive payments ex GST: \$10,000 on commencement \$15,000 on delivery of shortlist \$10,000 on contract signing

Quoted items

Product	RC D%	#	Unit Price	Tax	Total Price
1 Retained Recruitment Search Fixed fee		1 x	\$35,000.00	\$3,500.00	\$38,500.00
				\$3,500.00	\$38,500.00

Quoted items - Detailed View

Product	RC D%	#	Unit Price	Tax	Total Price																																										
1 Retained Recruitment Search Fixed fee		1 x	\$35,000.00	\$3,500.00	\$38,500.00																																										
<table border="1"> <tr> <td>Product</td> <td colspan="5">Retained Recruitment Search Fixed fee</td> </tr> <tr> <td>Description</td> <td colspan="5">We would like to tender for the Recruitment Services for the Position of CEO based on our retained model. We can provide a fixed fee for this with progressive payments ex GST: \$10,000 ex gst invoiced on commencement of assignment, \$15,000 ex gst invoiced on delivery of an acceptable shortlist, and \$10,000 ex gst invoiced on contract being signed by the successful candidate.</td> </tr> <tr> <td>Unit Price</td> <td>\$35,000.00</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Quantity quoted</td> <td>x 1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Post Discount Total</td> <td>\$35,000.00</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Tax Rate Applied (10.0%)</td> <td>\$3,500.00</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>TOTAL</td> <td>\$38,500.00</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>						Product	Retained Recruitment Search Fixed fee					Description	We would like to tender for the Recruitment Services for the Position of CEO based on our retained model. We can provide a fixed fee for this with progressive payments ex GST: \$10,000 ex gst invoiced on commencement of assignment, \$15,000 ex gst invoiced on delivery of an acceptable shortlist, and \$10,000 ex gst invoiced on contract being signed by the successful candidate.					Unit Price	\$35,000.00					Quantity quoted	x 1					Post Discount Total	\$35,000.00					Tax Rate Applied (10.0%)	\$3,500.00					TOTAL	\$38,500.00				
Product	Retained Recruitment Search Fixed fee																																														
Description	We would like to tender for the Recruitment Services for the Position of CEO based on our retained model. We can provide a fixed fee for this with progressive payments ex GST: \$10,000 ex gst invoiced on commencement of assignment, \$15,000 ex gst invoiced on delivery of an acceptable shortlist, and \$10,000 ex gst invoiced on contract being signed by the successful candidate.																																														
Unit Price	\$35,000.00																																														
Quantity quoted	x 1																																														
Post Discount Total	\$35,000.00																																														
Tax Rate Applied (10.0%)	\$3,500.00																																														
TOTAL	\$38,500.00																																														

Tax	Total Price
\$3,500.00	\$38,500.00



Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We Matthew Hobby of Perks People Solutions (Respondent) on Friday 17 March 2023 having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1.	Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Matthew Hobby Director Perks People Solutions Pty Ltd 90 624 084 984
2.	Contact Person	Matthew Hobby
3.	Registered Address	Level 6, 81 Flinders Street Adelaide 5000
4.	Postal Address	Level 6, 81 Flinders Street Adelaide 5000
5.	Telephone	08 8273 9385
6.	Fax	-
7.	Email	mhobby@perksps.com.au

8. Price Schedule

Perks People Solutions end-to-end recruitment offering includes:

Description	Unit	Price (ex GST)	GST Component	Price (inc GST)
The Recruitment fee is payable in 3 stages:				
○ Stage 1: Acceptance of Assignment	1	\$6,000.00	\$600.00	\$6,600.00
○ Stage 2: Presentation of Shortlist	1	\$6,000.00	\$600.00	\$6,600.00
○ Stage 3: Acceptance of Offer	1	\$6,000.00	\$600.00	\$6,600.00

The Recruitment fee is inclusive of the following:

- Online Advertising & Promotion on SEEK Premium, LinkedIn and the Perks People Solutions Website.
- Saville Psychometric Assessment (Leadership & Aptitude) plus debrief.
- Executive Search.
- Development of Marketing Materials (Candidate pack) and Social Media content.
- Candidate Management, including queries, reviewing applications, screening candidates and provision of supplementary reports.
- Attendance at all meetings as required with the Selection Panel.
- Facilitation and hosting of Panel Interviews at the PPS Office.

Total Recruitment Fee

Price Ex. GST

\$18,000.00

GST Component

\$1,800.00

Price Inc. GST

\$19,800.00

OPTIONAL				
Print Advertising * (The Advertiser Early General News) *Please note that advertising in the Employment section of The Advertiser is far more affordable, however, does not get the same exposure.	1	\$5,900.00	\$590.00	\$6,490.00
Total Fee with Print Advertising		Price Ex. GST	GST Component	Price Inc. GST
		\$23,900.00	\$2,390.00	\$26,290.00

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Perks People Solutions will comply with all specifications outlined within this document.

Item	Reason

Schedule 3 Timeframe

Deliverables	Timeframe
1. Meeting with the CEO Performance Review Committee / Selection Panel (the Committee) to discuss options for the recruitment process. <ul style="list-style-type: none"> - We facilitate a meeting to gain a strong understanding of the skills, behaviours, values and experience required by the ideal candidate. Using this information, we will create the key selection criteria which will be used to assess candidates' applications. - We work with you to establish the timeline for key events. The process from end to end usually takes about twelve weeks, however, this is subject to change based on candidate and client availability. 	Tuesday 11 April 2023

<p>2. Assist with the refinement of any/all documentation (if necessary).</p> <ul style="list-style-type: none"> - This will include review of the Position Description, creation of the job advertisement and the development of a dedicated Candidate Pack and other marketing materials for use on social media. - The Candidate Pack will include information about the Council, the role, the Council's Employee Value Proposition and other relevant documents such as the 2022/23 Annual Business Plan, Long Term Financial Plan 2020-2029 and/or the 2020-2024 Living in the Town of Walkerville: A Strategic Community Plan. - The Candidate Pack will be available from the Perks People Solutions website upon candidate registration. 	<p>Tuesday 18 April 2023</p>
<p>3. Conduct all advertising on online platforms.</p> <ul style="list-style-type: none"> - PPS recommends a two pronged approach for Executive roles. - We recommend using SEEK and LinkedIn to advertise the role and supporting the campaign with proactive Executive Search. - We will work with you to establish a list of ideal candidates and make targeted, confidential approaches to these executive candidates. 	<p>Thursday 20 April 2023</p> <p>Ad campaign (online and print) to commence for 30 days.</p> <p>Executive Search activity will run in parallel during this time.</p>
<p>4. Assist with candidate shortlisting.</p> <ul style="list-style-type: none"> - PPS will assess potential Candidates' skills and experience against the agreed Key Selection Criteria - Screening Interviews are conducted by the consultant to ensure final longlisted candidates meet Key Selection Criteria. - PPS will present the findings and a recommendation of candidates to be interviewed by the selection panel and will provide all applications and candidate summaries as part of the longlist discussion. 	<p>Monday 22 May 2023</p>
<p>5. Assist with panel interview preparation.</p> <ul style="list-style-type: none"> - PPS will develop the interview questions and/or a presentation topic and ensure that they align with the Job and Personal Specification and the agreed Key Selection Criteria. 	<p>Monday 29 May 2023</p>

<ul style="list-style-type: none"> - PPS will prepare the interview guides for all members of the Selection Panel - PPS will also coordinate the panel interviews with the shortlisted candidates. 	
<p>6. Conduct formal interviews with candidates (if necessary).</p> <ul style="list-style-type: none"> - One of our experienced consultants (Matt Hobby and/or Nicole Marshall) will facilitate the Selection Panels interviews which can be hosted in our Board Room in Flinders Street, Adelaide. - Your consultant will manage the interview schedule carefully to ensure the confidentiality of all candidates. 	<p>Monday 5 June 2023 – Monday 12 June 2023</p>
<p>7. Conduct Candidate Checks & Psychometric/Aptitude Assessment and Debrief.</p> <ul style="list-style-type: none"> - Your consultant will perform background checks against the selected Candidate including; Qualification Checks, Reference Checks and Social Media / Digital Media Footprint Assessment. - A National Police Check and pre-employment medical can also be conducted if required. - Saville Psychometric Assessment (Leadership & Aptitude testing) plus debrief will be facilitated to support the identification of a preferred candidate. 	<p>Wednesday 14 June- Wednesday 21 June</p>
<p>8. Assist the Committee with KPI setting.</p> <ul style="list-style-type: none"> - In line with the strategic documents of the Town of Walkerville, a KPI session will be conducted with the Selection Panel, with relevant and measurable KPI's identified and endorsed by panel members. - Documents may include the 2022/23 Annual Business Plan, Long Term Financial Plan 2020-2029, 2020-2024 Living in the Town of Walkerville: A Strategic Community Plan and the 2020-2030 Asset Management Plan. 	<p>Monday 19 June 2023</p>

<p>9. Candidate notification – successful / unsuccessful.</p> <ul style="list-style-type: none"> - PPS will work with you and the successful candidate to manage the offer and acceptance process. - PPS can assist in the creation of the letter of offer and drawing up the employment contract if required. - PPS will manage the communications to the unsuccessful candidates and provide feedback. 	<p>Friday 23 June 2023</p> <p>Successful candidate serves notice period and commences in the CEO role on the agreed date.</p>
<p>10. Provide advice on an appropriate benchmarked remuneration package.</p> <ul style="list-style-type: none"> - Your consultant will provide analysis and commentary on benchmarked remuneration, using data from Council's of a similar size and complexity. 	<p>Friday 23 June 2023</p>

RELEASED

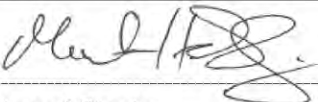
Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	PPL-004525-2022	\$20,000,000.00	\$20,000,000.00	30/06/2023	Prorisk
Professional indemnity (if applicable)	PIG-001695-2022	\$5,000,000	\$10,000,000	30/06/2023	Prorisk
Return to Work	29280606	-	-	30/06/2023	Return to WorkSA
Property and facilities	Nil				
Contents	Nil				
Vehicles plant & equipment	Nil				
Workers compensation	Nil				
Directors and officers (if applicable)	Nil				
Other	Nil				

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

<p>Executed by Perks People Solutions pursuant to section 127 of the <i>Corporations Act 2001</i></p>	
<p></p> <p>_____ Signature of Director</p> <p>Matthew Hobby</p> <p>_____ Name of Director (print)</p>	<p>_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i></p> <p>_____ Name of Director/Company Secretary (print)</p>
<p>OR</p> <p>_____ Signature of Sole Director and Sole Company Secretary</p> <p>_____ Name of Sole Director and Sole Company Secretary (print)</p>	
<p>OR Signed for [Insert Representative's name] by an authorised representative in the presence of:</p>	
<p>_____ Signature of witness</p> <p>_____ Name of witness (print)</p>	<p>_____ Signature of authorised representative</p> <p>_____ Name of authorised representative (print)</p> <p>_____ Position of authorised representative (print)</p>



Perks
People
Solutions



Recruitment & Executive Search Proposal

CHIEF EXECUTIVE OFFICER

Statement of Understanding

We understand you are seeking an experienced Recruitment Partner to assist with a successful appointment to the **Chief Executive Officer** role for the **Town of Walkerville**.

Our team pride themselves on providing a business-partner approach to truly understand the role requirements, role objectives and the wider impact of the role for the organisation.

With well-developed relationships within Local Government, a strong understanding of the challenges facing the sector and a commitment to results, PPS is well-placed to undertake this important recruitment campaign.

Outlined in this proposal is our quote for the provision of an end-to-end recruitment campaign to identify the most suitable executive leader for your Council.

If our proposal is successful, PPS can commence recruitment of this role immediately.



Perks
People
Solutions

RELEASED



Matt Hobby, Director

Over 15 years' experience in Executive Search Projects and over 20 years in the Recruitment industry, Matt has in-depth knowledge of Local Government and has successfully facilitated senior and executive recruitment campaigns for metropolitan and regional Councils. He also has facilitated numerous CEO Performance Reviews.

LinkedIn: <https://www.linkedin.com/in/matthewhobby/>

Sourcr: <https://www.sourcr.com/recruiter/matthew-hobby> (verified, independent recruiter review)



Nicole Marshall, Senior Recruitment Consultant

A Local Government specialist, Nicole has a track record of successful placements in senior leadership roles and has developed an excellent network of executive candidates. Nicole utilises her previous marketing and communications experience to execute engaging and effective recruitment campaigns and prides herself on delivering exceptional results for her clients.

LinkedIn: <https://www.linkedin.com/in/nic-marshall/>

Sourcr: <https://www.sourcr.com/recruiter/nicole-marshall> (verified, independent recruiter review)



Olivia Brown, Candidate Manager

With a background in HR and experience with internal and external recruitment, Olivia has extensive search and candidate management expertise and excellent connections within Local Government. Olivia is a skilled researcher and provides dedicated support to all candidates and clients throughout the process.

LinkedIn: <https://www.linkedin.com/in/olivia-brown-27a01b221/>



Our Expertise

01

Assignment Brief

We facilitate a meeting to gain a strong understanding of the skills, behaviours, values and experience required by the ideal candidate.

Using this information, we will work with you to create the key selection criteria which will be used to assess candidates' applications.

02

Creation of Timeline

In consultation, we will establish the timeline for key events in the recruitment process.

The campaign from end to end usually takes about twelve weeks, however, this is subject to change based on candidate and client availability.

03

Identifying Target Candidates

We will work with you to establish a list of ideal candidates and target organisations where potential candidates are currently working.

All approaches to candidates are discreet and confidentiality is prioritised by your consultant.

04

Candidate Attraction Strategy

PPS recommends a two-pronged approach for Executive roles. We recommend using SEEK and LinkedIn to advertise the role and supporting the campaign with a proactive Executive Search.

Further information on why Executive Search will work for this role to follow.

A dedicated marketing campaign will also be developed to help attract ideal candidates.



05

First Round Interviews by PPS

Screening interviews are conducted to ensure longlisted candidates meet the Key Selection Criteria.

PPS will assess potential Candidates' skills and experience against the agreed Key Selection Criteria and present a longlist to the Selection Panel for review and discussion.

06

Shortlisting Suitable Candidates

Once the longlist has been presented, the final shortlisted candidates will be agreed on and they will be invited to interview with the selection panel.

The Process

06

Selection Panel Interviews

PPS will develop the interview questions and/or a presentation topic and ensure that they align with the Job and Personal Specification and the agreed Key Selection Criteria.

One of our experienced team members will facilitate the Selection Panel interviews at our offices which are located in Flinders Street, Adelaide.

This ensures confidentiality for the candidate.



07

Candidate Checks & Offer Management

PPS will perform background checks against the selected Candidate including; Qualification Checks, Reference Checks and Social Media / Digital Media Footprint Assessment.

The use of Psychometric Assessment tools is also included as part of this process , and the preferred candidate will be asked to participate in Leadership and Aptitude testing (see Appendix 2)

We will work with you and the successful candidate to manage the offer and acceptance process.

We can also assist in the creation of the letter of offer and drawing up the employment contract if required.

The Process

08

Psychometric Assessment

[Click here to view a Sample Report](#)

wave

- PPS uses the industry leading Saville Assessment tools to review a candidate's leadership style, key work preferences and to their determine behaviours and motivators in the workplace.
- Supplementary Aptitude Testing can also provide insight on a candidate's numerical, verbal and abstract reasoning capabilities.
- The testing is particularly useful when there are 2 quality candidates that cannot be differentiated after interviews and reference checks have been completed.
- All candidate assessments include a 1 hour debrief and copy of the Line Manager report which is a useful resource as part of onboarding and ongoing management of the new employee.
- PPS can also undertake a debrief with the successful candidate prior to them starting in their new role to support their learning and development.
- **See Appendix 2** – “Benefits of Saville Assessment” for further information.

Line Manager Report
Chris Park



Why Executive Search Works

Most recruitment processes are focused on including press and online advertising, typically only reaching the active job market (those seekers who are actively seeking new employment) and as such, we recommend a search strategy that will gain access to both *active* and *passive* candidates.

The most suitable candidates are often too busy, too engaged and too committed to their current role to be browsing through the online job boards or press advertising. They need to be approached and the opportunity needs to be presented in a manner that articulates the features, benefits and attractions of the role.

To do this, we rely on mapping the market of potential candidates. The first stage of an Executive Search assignment involves analysing both the candidate and client market to generate a "long list" of potential candidates who may be suitable and match the position requirements from a cultural, technical and leadership perspective.

Once this is completed, we would then share this research with you. The purpose of this is to allow you to remain in control by providing feedback on the candidates we should target for this opportunity.



Perks
People
Solutions

Benefits of Saville Assessment

Saville Assessment apply the science of human behavioural psychology in the workplace to improve company's productivity and reduce the risk of poor-quality hires.

Their portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between *motive, talent* and *workplace culture*.

Saville Wave Professional Styles Questionnaire

PPS recommends this questionnaire as it is the most powerful personality assessment for predicting performance and potential. It is particularly useful for selection, development, talent management, succession planning, leadership programs, coaching and career planning. As a market-leading personality assessment, Saville Wave is recognised for:

- Possessing the highest validity*
- Using the best scoring format to forecast workplace performance**
- Being the only tool to identify alignment between work motives and talents
- Having the most up-to-date norms for better benchmarking



*Project Epsom: How Valid is your Questionnaire? (2008)
**European Journal of Work and Organisational Psychology (2014); No. 1, 3-30

Stage 1

Acceptance of
Assignment

\$6,000 (excluding GST)
\$6,600 (including GST)

Stage 2

Presentation of Shortlist

\$6,000 (excluding GST)
\$6,600 (including GST)

Stage 3

Acceptance of Offer

\$6,000 (excluding GST)
\$6,600 (including GST)

Total Recruitment Fee

\$18,000.00 (excluding GST)
\$19,800.00 (including GST)

Formal Terms of Business will be sent after Fees are agreed upon



RELEASED

Fee Structure

Print Advertising*

The Advertiser

Early General News

\$5,900.00 (excluding GST)

\$6490.00 (including GST)

*Optional Inclusion

Please note that advertising in the Employment section of The Advertiser is far more affordable, however, does not get the same exposure.

Fee Structure

The Total Recruitment Fee includes the following:

- Campaign and Candidate Management
- Executive Search
- Creation of Marketing Materials (Candidate Pack & Social Media Content)
- Online Advertising (SEEK Premium, LinkedIn and Perks People Solutions Website)
- Psychometric Testing (Leadership & Aptitude) plus panel debrief
- All Meetings with the Selection Panel
- Facilitation of Panel Interviews & Preparation of Interview Guides
- Offer Management and Remuneration Benchmarking Advice
- Recommendation Reports

Client References

Client Name: Alexandrina Council
11 Cadell Street, Goolwa

Contact Name:

- Keith Parkes – Mayor
- Nigel Morris – CEO

Contact Information: Keith.Parkes@alexandrina.sa.gov.au | 08 8555 7000
Nigel.Morris@alexandrina.sa.gov.au | 08 8555 7000

Date of Services: Since 2018

Client Name: District Council of Cleve
10 Main Street, Cleve

Contact Name:

- Phil Cameron - Mayor

Contact Information: Phil.cameron@cleve.sa.gov.au | 08 8628 2004

Date of Services: Since 2021

Client Name: Town of Gawler
89-91 Murray Street, Gawler

Contact Name:

- Karen Redman

Contact Information: mayor@gawler.sa.gov.au | 0421 839 359

Date of Services: Since 2018

Client Testimonials

It was a pleasure to work with Perks People Solutions on this critical role. Nicole led the process from start to finish while maintaining excellent communication along the way. The process was enjoyable, and the end result has set us up for the future. Highly recommend.

Nigel Morris, CEO Alexandrina Council

Nicole is so easy to work with, we received thorough reports throughout the process which made it efficient and clear. Nicole is always friendly, helpful, and helps you through the decision process remaining non-biased. Matt was great in talking the panel through the psychometric testing which was worthwhile doing as a part of the process. I would recruit with PPS again if provided the chance.

Simone, Manager People & Culture, District Council of Yankalilla

Contact Information

Thank you for considering Perks People Solutions for this important CEO recruitment campaign.

For further information, please contact:

Matthew Hobby
Director
Perks People Solutions
mhobby@perksp.com.au
0428 847 400 | (08) 8273 9385



Recruit. Develop. Prosper.

DISTRICT COUNCIL OF CLEVE

Chief Executive Officer

Candidate Pack



Snap Shot of the Region

The District Council of Cleve was proclaimed on 4 May 1911, and has developed to the point where it is now considered to be the nucleus of one of the key agricultural areas of South Australia.

While the town of Cleve itself is located approximately half-way between Whyalla and Port Lincoln on the Eyre Peninsula, the District Council of Cleve encompasses the area from the coast of Spencer Gulf at Arno Bay west to the mountain ranges of Darke Peak. The area is characterised by panoramic views, cereal crops, sandy beaches and some of the best fishing in the country.

The region's prosperity has been largely attributed to the diverse farming activities of cereal grains, oilseeds and pulses, as well as livestock. The agricultural sector is a major employer within the district, with bulk grain-handling facilities situated in several towns.

The Eyre Peninsula is also currently experiencing a mining exploration boom, with opportunities available for the district in extraction of iron ore, dolomite, nickel and graphite.

Generous areas of foreshore reserve with sandy beaches and safe swimming are attractions of the coastal town of Arno Bay, along with an iconic jetty, award-winning mangrove boardwalk and recreational boat launching facilities. Arno Bay provides arguably some of the best recreational fishing of target species King George Whiting and Snapper in Australia.

The Cleve district covers an area of 501,885 hectares, serving a population of approximately 1771 people (2016 census).

The total value of the Council's assets is approximately \$49 million and includes airport, roads, footpaths, effluent drainage, playgrounds and buildings such as community halls, to service the local constituents.



Photo Credit: Jodie Schubert

Our Vision, Mission & Our Core Values

Our Vision

To be innovative, community focused and efficient.

Our Mission

Council's mission or purpose is to:

- Facilitate the development of the suite of strategic management plans (in association with all the stakeholders)
- Implement the plans
- Be accountable for the achievement of the plans
- Exercise strong leadership to the community
- Demonstrate open and responsible governance
- Advocate on behalf of the community
- Foster community development
- Provide efficient and effective services which meet the needs of the community
- Ensure the organisation is sufficiently resourced
- Strive for financial sustainability
- Develop and maintain the full range of community assets
- Manage the Council's affairs strictly in accordance with the Local Government Act

Our Core Values

Council's Elected Members and staff are committed to the following values (or principles) in everything they do:

- Accountability
- Community engagement
- Service excellence
- Continuous improvement and innovation
- Respect
- Integrity and honesty
- Team work

District Maps

Cleve and Surrounding Areas Map



District Council of Cleve Zone Map



Organisational Structure & Key Responsibilities



Under the system of Local Government established by the Local Government Act 1999, Council is established to provide for the government and management of its area at the local level and in particular, act as a representative, informed and responsible decision maker in the interests of its community.

The Chief Executive Officer and supporting officers have the delegated authority from Council to make decisions on a number of specified administrative and policy matters. These delegations are listed in the appropriate register and are reviewed annually or as required by Council.

General Information

Office Opening Times	8:30am – 5:00pm Monday to Friday
District Area	501,885 ha
District Population	1,771*
Male	52.3%
Female	47.7%
Median Age	44 years
Capital Value of Rateable Properties	\$699,636,000
Number of Rateable Properties	1542
Road Length – Council Owned	1,560km
Road Length – State Government Owned	170km
Average Rainfall Ranges	265.3mm**
Foreshore Length	30km
Dogs Registered	374 (Compared with 397 in 2018/19)
Development Applications Approved	48 (Compared with 36 in 2018/19)
Value of Development Applications	\$2,667,265 (Compared with \$2,490,936 in 2018/19)

*Population and District Area information obtained through Australian Bureau of Statistics

**Average Rainfall data obtained from Elders Weather (YTD average rainfall to August 2020)

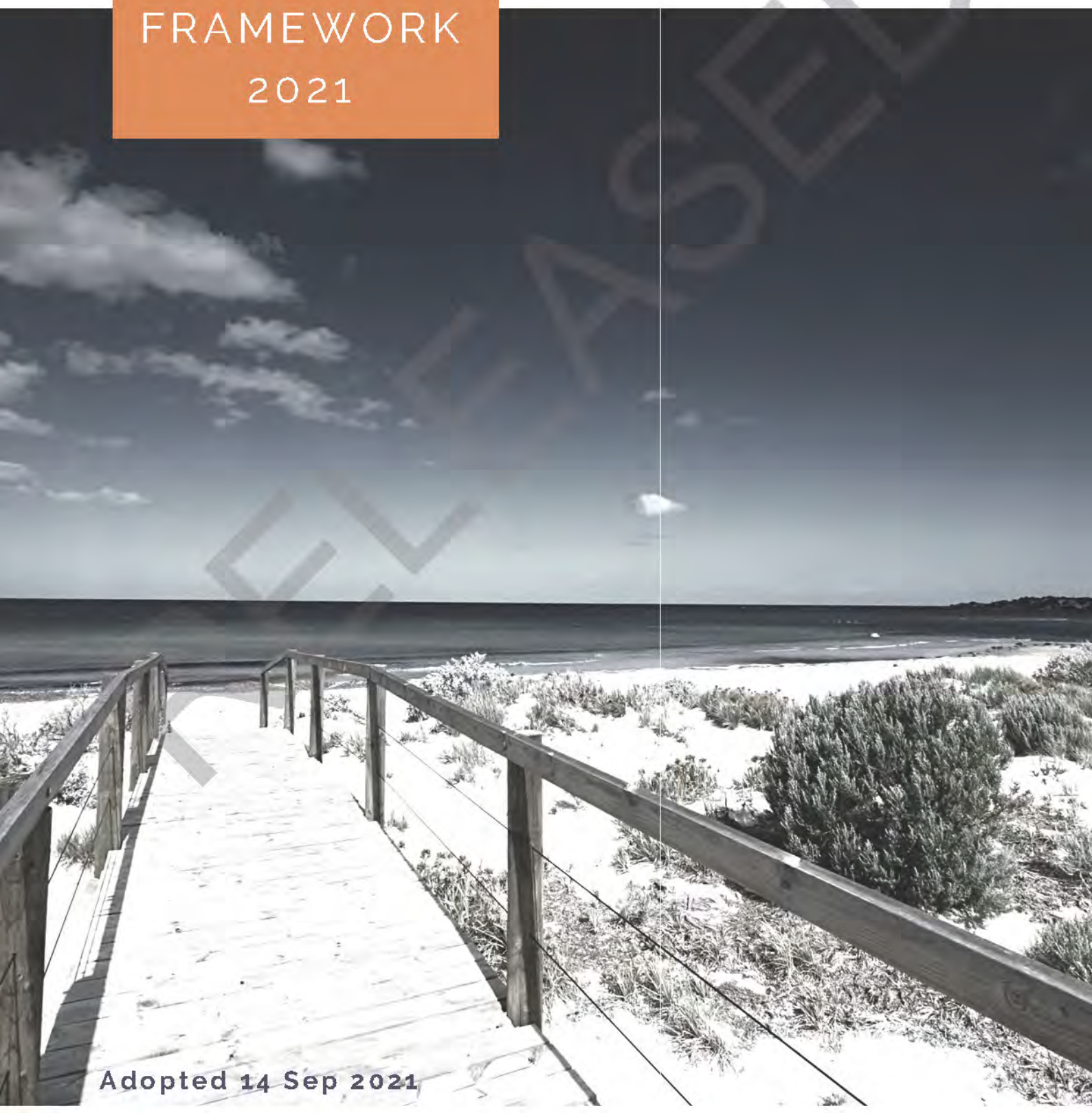


Left to Right: Andrea Hannemann, Trent Harris, Angela Harris, Mark Hannemann, Phil Cameron (Mayor), Teresa Wegner, Geoff Bammann and Sheila Bammann.



DISTRICT COUNCIL
OF CLEVE

ECONOMIC
DEVELOPMENT
FRAMEWORK
2021



Adopted 14 Sep 2021

PURPOSE

Over the twenty years to 2016 the Cleve district has undergone a slow but steady population decline. This is driven by fundamental change in the rural economy and involves the out-migration and aging of the resident population.

The district is at risk of losing the critical mass of economic demand and workforce availability necessary for regional economic and community vitality. While this decline is not unique to regional Australian communities, Cleve district has reached a critical point.

In 2020 the District Council of Cleve recognised the need for a substantial rethink of the future economic direction of the district.

This Economic Development Framework sets out the strategic directions and activities through which the Council - in partnership with other key stakeholders and community leaders - can create a new vibrant future for the Cleve district.

The purpose of the Framework is to:

- Assist to develop and market the future vision and positioning of the district
- Define the economic strategy, opportunities and projects
- Build the foundations of liveability to attract and retain population and workforce
- Create a long-term competitive advantage for new industry and job creation
- Support and facilitate the change process in the district
- Provide a basis for operational priorities and action, planned and delivered through the Council's Annual Business Plan and Budget.



ECONOMIC CONTEXT

Alignment of Council economic development priorities in its Strategic Plan 2020-25 with State and Federal government agendas, current regional context and international trends is essential for the success and sustainability of new Council, community and private investment initiatives.

Key relevant contextual documents and supporting agendas include:

Federal and State Government Agendas-

- Economic resilience
- Food sovereignty
- Climate change
- Migration policy
- Export development
- Technology adoption

- Education reform
- Regional tourism.

South Australian Regional Planning-

- South Australian Growth State Strategy
- South Australian Regional Development Strategy
- South Australian Regional Visitor Strategy 2025
- RDAEP Regional Development Strategy 2020-25
- RDAEP Regional Investment Pipeline 2021.

ECONOMIC DEVELOPMENT FRAMEWORK

The District Council of Cleve has traditionally taken a conservative role in economic development in the district. However, significant population loss and ageing is now evident, resulting from economic structural change in the region, and in turn constraining future investment, jobs and population growth.

It is essential that the District Council of Cleve develop a long term vision and take a strong leadership and facilitation role to enable a new and sustainable future for the community. **No other local, regional or State organisation will take up this essential role for the Cleve district.**

Clear objectives are essential in defining the commitment to Council's investment and determining the priorities for Council, working with key stakeholders, in applying its scarce resources for maximum impact and outcomes.

Primary objectives of the Economic Development Framework:

- **Increase the population to 2000 people, with a younger demographic profile**
- **Attract and retain 100 new families into the district**
- **Create 100 new export (out of district sales) orientated jobs.**

Council's role:

- Economic strategy and project development
- Partnership and stakeholder facilitation
- Community engagement and change facilitation
- Monthly Council workshops
- Financial resourcing through Annual Business Plans and Budgets – the 2021/22 Budget is shown at Appendix 1.

Council has funded 2.6 FTE staff and contractor positions until at least 2022/23:
 Economic Development Advisor
 Economic Development Officer
 Economic Development Support Officer
 Economic Development Project Manager.



BUILDING THE FOUNDATIONS

Early work will focus on enhancing visitor attractions and key liveability aspects in the district, to support the attraction and retention of population and workforce into the region. Essential liveability components include modern education facilities, contemporary community and lifestyle services and quality health services.

These elements are incorporated in the priority projects set out in Appendix 2, progressing work done in 2020/21, under the following major themes:

- Education - work in partnership with State Government and private sector partners to position Cleve as a national leader in sustainable agriculture education
- Tourism and events – build the visitor economy in the district through enhanced product development and marketing processes
- Major district events
- Cleve and Arno Bay fuel outlets – create fuel availability in Arno Bay and Cleve to enhance supply options and pricing competition in the district
- Mainstreet renewal – upgrade the amenity of the Arno Bay and Cleve main streets.
- Business development – support the establishment and growth of next generation businesses in Cleve, with an emphasis on new agri-food businesses

- Health services – enhance the quality of local health services
- Marketing – build the branding and greater awareness of the district.

Grassroots tourism and business development processes, together with basic marketing initiatives, will also be considered.

The Foundation themes and projects will be reviewed and updated from time to time and priorities funded via Council's Annual Business Plan and Budget on an annual basis.

STAGE 2 TRANSFORMATIONAL OPPORTUNITIES

Building on the Foundations stage, a phase of major transformational project development will focus on a theme of re-generation, creating long-term sustainable competitive advantage for the Cleve district.

Well-aligned projects will achieve:

- new export industry job creation
- major enabling infrastructure
- renewable resources
- modern housing development and
- direct attraction of population and workforce into the district.

A range of major projects that fulfil the criteria above and can move Cleve towards the Economic Development Framework's population, families and jobs objectives will be investigated, scoped and developed.

Building on the Foundations stage, this Stage of the Framework will involve investment of time and effort in order to generate significant partner investments without significant direct investment and risk for the Council. Early priority projects will need to be:

- reasonably deliverable
- well-understood and financially defined
- acceptable in risk profile
- able to demonstrate the investment advantage in the district, and

- capable of implementation through partnership approaches.

This Transformational Stage is expected to include the creation of a 'pitch prospectus' for the purpose of securing future government funding and private partnerships, and ultimately sustainable investment and population and jobs growth.

APPENDIX 1 – COUNCIL ECONOMIC DEVELOPMENT PROJECTS BUDGET 2021/22

Operational Expenditure

Adelaide Guitar Festival	\$ 5,000 (majority funded 2020/2021)
Annual Music Festival	\$ 50,000
Main Street Renewal Project	\$ 50,000
Career & Employment Showcase	\$ 10,000
Entrepreneurship	\$ 5,000
Annual 4WD Event	\$ 20,000
Population Housing Support	\$ 100,000
Arno Bay Masterplan	\$ 50,000
Project Scoping	\$ 50,000
District Rebranding Strategy	\$ 100,000
Public Arts Program	\$ 25,000
Total	\$ 465,000

Capital Expenditure

Arno Bay Walking Trail	\$ 600,000
Arno Bay Boat Ramp Upgrade	\$ 105,710
Cleve Playspace	\$ 2,537,009
Cleve Showground RV Park Upgrade	\$ 828,257
Various Tourism Projects	\$ 31,000
Total	\$ 4,101,976

APPENDIX 2 – FOUNDATION PROJECTS

2020 - 2023

1. Education facilities – work in partnership with state government and private sector partners to position Cleve as a national leader in sustainable agriculture education.

- i. SIMS Farm – Dept of Education – Agriculture FIP Early Adopter
- ii. MTA – Integrate with Cleve School – Increase Apprenticeships.

2. Tourism and events – build the visitor economy in the district through enhanced product development and marketing processes.

- a. Eco Tourism Strategy - develop 'next generation 'assets
- b. Trails and signage (RDA)
- c. Camping (RV) sites –RV park upgrade at Cleve Showgrounds; develop 'spoke' sites
- d. Establish Regional Tourism and Event Committee.

3. Major District Events -

- a. Annual Show (16th October 2021) – Show Society
- b. Cleve Harvest Music Festival (30th Oct 2021) – Outback PA Hire
- c. Arno Bay New Year's Day (1st Jan 2022) – Arno Progress Society
- d. Tasting Arno (26th Feb 2022) – Arno Progress Society
- e. Great Eyre Race 4WD Event (April 2022) - TBC
- f. Cleve Guitar Festival (July 2021 and July 2022) – Adelaide Festival Centre
- g. Career and Employment Expo (Mar/Aug 2022) – Dept for Education
- h. Aust Sustainable Agriculture Expo (Aug 2022) - Field Days Committee.

4. Cleve and Arno Bay fuel outlets - create fuel availability in Arno Bay and Cleve to enhance supply options and pricing competition in the district.

5. Mainstreet renewal – upgrade the amenity of the Arno Bay and Cleve main streets.

6. Business development – Support the establishment and growth of next generation business in Cleve, with a major emphasis focus on new agri-food businesses:

- a. Growth Accelerator (Gourmet Cleve Mastermind – 12 Food Companies)
- b. Start-up Support – shared office/co-working space; professional services and remote workers)
- c. Entrepreneurship – Agri-food at Cleve School Yrs 3, 5, 7 & 10,11,12.

7. Health services – enhance the quality of local health services:

- a. Student placements
- b. Childcare centre
- c. Telemedicine.

8. Marketing – build the branding and greater awareness of the district:

- a. Publication – regional newspaper
- b. Social media (events and visitor marketing)
- c. PR Program
- d. Awards submissions and funding opportunities.



**DISTRICT COUNCIL
OF CLEVE**

District Council of Cleve

Principal Office: 10 Main Street, Cleve ~ Telephone (08) 86282004
Fax: (08) 86282428

ALL CORRESPONDENCE: PO BOX 36, CLEVE SA 5640

Email: council@cleve.sa.gov.au

Website: www.cleve.sa.gov.au

MEDIA RELEASE

FOR IMMEDIATE RELEASE

CLEVE & ARNO BAY MAJOR PROJECTS UNDER WAY

Cleve, in the heart of the Eyre Peninsula, will soon boast a new major playground facility and much improved RV parking facilities.

The \$2.54 million Cleve Playspace project is getting under way with the support of the State Government's Local Government Infrastructure Partnership Program. It will provide 21st century opportunities for play, adventure, recreation and socialising. The project build is scheduled to commence in November with the pump track section of the new recreation area.

At Arno Bay, a 1.2km coastal walkway will join the boat ramp carparking area and Turnbull's Beach, encouraging responsible access through the sensitive coastal environment. This \$600,000 project is jointly funded by the Australian Government's Local Roads & Community Infrastructure Program – Phase 1 funding together with the District Council of Cleve.

Working towards its vision for "inclusive and supportive rural and coastal communities enjoying a safe, well-serviced and relaxed country lifestyle", the District Council of Cleve sees the Cleve Playspace and Arno Bay Walking Trail projects as important steps in improving both regional liveability and visitor activity offerings.

In partnership with the Cleve AH&F Society Inc and supported by the Australian Government's Local Roads & Community Infrastructure Program, over \$700,000 is being invested in improvements to the Cleve Showgrounds RV parking area. The relaxed natural ambience of the RV area will be enhanced with a camp kitchen, new amenities building, traffic and parking surface and tree planting. The Cleve AH&F Society Inc will continue to manage the RV area.

Mayor Phil Cameron said, "*I'm really pleased to see these projects getting under way. We're continuing to work on growing events and local assets for all to enjoy, and importantly for the future regeneration of our towns and district with new jobs and families.*"

"The support of our partners is key to successfully bringing these projects to reality, as is the vision of our Councillors and the hard work of our staff".

Further information is available from:

Phil Cameron, Mayor
District Council of Cleve
10 Main Street
CLEVE SA 5640



**DISTRICT COUNCIL
OF CLEVE**

District Council of Cleve

Principal Office: 10 Main Street, Cleve ~ Telephone (08) 86282004
Fax: (08) 86282428

ALL CORRESPONDENCE: PO BOX 36, CLEVE SA 5640

Email: council@cleve.sa.gov.au

Website: www.cleve.sa.gov.au

MEDIA RELEASE

FOR IMMEDIATE RELEASE

CLEVE & ARNO BAY MAIN STREET RENEWAL GRANTS ANNOUNCED

Continuing its investment in regeneration for a sustainable future, the District Council of Cleve has approved 12 grants through its Main Street Renewal Project, partnering with local property and business owners to improve the shopping streetscapes of Cleve and Arno Bay.

The project focuses on improving the presentation of commercial buildings in Main Street and Fourth Street, Cleve and Tel El Kebir Terrace, Arno Bay. Over \$100,000 will be invested in shopfront, verandah and facade upgrades in both towns, with the Council supporting work on active commercial buildings dollar-for-dollar up to \$2,500 each.

Mayor Phil Cameron thanked all owners involved in the program for their commitment to lifting the presentation of the Cleve and Arno Bay retail and commercial precincts.

"I look forward to seeing the upgrades roll out and the tangible refresh of our two main towns. All of those involved in this project can be proud of the contribution they are making".

Further information is available from:

Phil Cameron, Mayor
District Council of Cleve
10 Main Street
CLEVE SA 5640
Ph 0428 860 883



**DISTRICT COUNCIL
OF CLEVE**

District Council of Cleve

10 Main Street, Cleve
Ph: (08) 86282004 Fax: (08) 86282428

ALL CORRESPONDENCE: PO BOX 36, CLEVE SA 5640
council@cleve.sa.gov.au
www.cleve.sa.gov.au

MEDIA RELEASE

22 September 2021

Cleve adopts framework for regeneration

The District Council of Cleve has adopted an Economic Development Framework to guide investment in a new future, starting with an additional 100 jobs, 100 families and a population of 2,000 people. The Framework was formally adopted on 14 September 2021 and Council is recruiting to increase its economic development team to deliver a wide range of initiatives.

Council has been working with its Economic Development Advisor, David Penfold of RDA EP, since late 2020, with early initiatives already actioned – the Guitar Festival, RV Park upgrade, Arno Bay walking trail and the major Cleve Playspace project are all part of lifting both liveability and visitor attraction.

These actions will support existing and new businesses and in turn encourage further investment for new job creation and diversification of our proud agricultural economy.

Mayor Phil Cameron said, “We know it’s time to invest in regeneration of our community and economy. Recent population trends tell us that we have to act, and local government has to lead the way”.

“I think we will see some truly exciting commitments around Cleve district. Our Economic Development Framework sets out how Council can play a part in preparing and supporting change and regeneration”.

Foundational projects will continue to roll out. Council is recruiting for two key staff to fully resource the economic development team and make a positive impact.

The October Harvest Music Festival is well advanced in planning and will be the next opportunity to celebrate the lifestyle we enjoy, and bring some visitors in too.

With \$50,000 of Main Street improvement grants recently approved, Cleve and Arno Bay will soon take on a brighter, welcoming look.

“I commend my fellow Councillors and the Council staff who have been working to take this framework from goals and ideas into tangible improvements and investments”, said Mayor Cameron.

Further information is available from:

Rob Donaldson
Acting Chief Executive Officer
District Council of Cleve
10 Main Street
CLEVE SA 5640
Ph (08) 8628 2004



**DISTRICT COUNCIL
OF CLEVE**

District Council of Cleve

Principal Office: 10 Main Street, Cleve – Telephone (08) 86282004
Fax: (08) 86282428

ALL CORRESPONDENCE: PO BOX 36, CLEVE SA 5640
Email: council@cleve.sa.gov.au
Website: www.cleve.sa.gov.au

MEDIA RELEASE

8 October 2021

\$2.2 MILLION REGIONAL FUNDING SUCCESS IN CLEVE

The District Council of Cleve has been successful in its funding proposal to develop a major boarding house facility in Cleve township. This is a critical part of the vision for an agricultural-export education hub on the Eyre Peninsula.

Planned to provide accommodation for up to 35 students and apprentices attending Cleve Area School, Sims Farm and the Motor Trades Association (MTA) training site, the project has an estimated value of \$2.9 million.

Funding of \$2.2 million will be provided by the Australian Government's Building Better Regions Fund, with Council to fund the remaining capital costs. The Council will negotiate agreements with the Education Department and MTA for their on-going use and management of the new facility.

Mayor Phil Cameron said, "This is a huge step forward for our district. Good quality accommodation in reasonable numbers is critical to offering these educational and training opportunities in our region. In turn, this is important in enabling our region to attract and retain young people with skills and career paths that can underpin our EP regional economy."

Mayor Cameron noted the importance of the continuing assistance received from Regional Development Australia Eyre Peninsula. "Our on-going collaboration to grow the region's population, workforce and economy has been critical to achieving our recent results".

The outstanding support of the project by Rowan Ramsey, Member for Grey, was also noted by Mayor Cameron.

There will be many details to work out and action, to bring this exciting project to reality, but this funding will now allow the project to move towards approvals, final design and construction.

Further information is available from:

Phil Cameron, Mayor
District Council of Cleve
10 Main Street
CLEVE SA 5640
Ph 0428 860 883



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

POSITION OBJECTIVES

- To responsibly manage the conduct of all aspects of Council functions and obligations under the direction of the Council and in accordance with the Acts, Regulations, By-Laws and adopted policies relating to the District.
- To provide advice to the Council on the development of policy and strategic planning matters which will deliver outcomes desired by the community in a timely, effective & efficient manner.
- To develop and maintain strategies and structures to deliver services and programs to the community which reflect the decisions of Council.
- To develop and maintain a culture of continuous improvement and team strategies within the organisation in its role of serving the needs of the community.
- To provide an active interface with the community on behalf of Council.

SPECIAL CONDITIONS

- Some out of hours work and intrastate and interstate travel may be required.
- A flexible approach to hours and duty
- A current and unimpeded South Australian motor vehicle driver's licence is required.

EXTENT OF AUTHORITY

The CEO is responsible for the management of all employees and operations of Council limited only by specific powers, actions or resolutions of the Council.

This includes:

- The authority to engage, suspend or dismiss any officer or employee of Council below the level of senior management officers (Deputy Chief Executive Officer and Works Manager).
- The power to delegate any part of the authority of the position with appropriate reporting and accountability.

The Chief Executive Officer must consult with the Council (to a reasonable degree) when determining, or changing to a significant degree-

- The organisational structure for the staff of the Council; or
- The processes, terms or conditions that are to apply to the appointment of senior management officers (Deputy CEO and Works Manager); or
- An appraisal scheme that is to apply to senior executive officers.



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

Key Result Area (KRA)	Key Activities	Performance Area
GOVERNANCE & LEADERSHIP AND MANAGEMENT	<p>Lead, control and take responsibility for the management of Council operations as provided for in the Local Government Act 1999, which includes:</p> <ul style="list-style-type: none"> ensuring that the policies and lawful decisions of the council are implemented in a timely and efficient manner; providing advice and reports to the council on the exercise and performance of its powers and functions under the LG Act or any other Act; co-ordinating proposals for consideration by the council for developing objectives, policies and programs for the area; providing information to the council to assist the council to assess performance against its strategic management plans; ensuring that timely and accurate information about council policies and programs is regularly provided to the council's community, and to ensure that appropriate and prompt responses are given to specific requests for information made to the council; ensuring that the assets and resources of the council are properly managed and maintained; ensuring that records required under the LG Act or another Act are properly kept and maintained; giving effect to the principles of human resource management prescribed by the LG Act and to apply proper management practices; exercising, performing or discharging other powers, functions or duties conferred on the chief executive officer by or under the LG Act or other Acts, and to perform other functions lawfully directed by the council. Take responsibility for the cost effective management of Council's financial planning process. Monitor, review and report on Council assets, resources, investments, grant allocations, and all committed expenditures 	<p>High level of leadership and effective management of Council activities.</p> <p>Effective and lawful policies implemented.</p> <p>High level strategic advice.</p> <p>Informative and accurate reports on all aspects of Council operations, including economic, community, social and management matters</p> <p>Strategic objectives, plans, programs and policies initiated, proposed, developed, implemented and evaluated.</p> <p>Wide and effective community consultation and information.</p> <p>High level, cost efficient asset management.</p> <p>Buildings and facilities well maintained and operating efficiently.</p> <p>Accurate and relevant record keeping and maintenance.</p> <p>Effective human resource management, harmonious and participative employee relations culture, and sound industrial relations environment.</p> <p>Effective, decisive and relevant delegated powers.</p> <p>Effective oversighting of employees exercising their delegations as provided for under the LG Act.</p> <p>Responsible financial planning processes, including forecasting, monitoring, investment portfolio</p>



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

	<p>(actual expenditure) against approved budgets.</p> <ul style="list-style-type: none"> • Ensure the effective implementation of enterprise agreement strategies and commitments impacting on Council employees. • Develop and monitor a Quality Program, ensuring objectives and strategies are allocated to responsible officers, time framed and achieved. 	<p>achievements, and committed expenditures.</p> <p>Financial reports are accurate and timely.</p> <p>Enterprise agreement initiatives progressed and operating effectively.</p> <p>Quality Program implemented, objectives achieved.</p>
<p>COMMUNITY DEVELOPMENT</p>	<ul style="list-style-type: none"> • Develop positive responses to the environmental, social and cultural issues of strategic importance to the future development of the region. • Implement and further develop plans, programs, policies and strategies which meet the existing and emerging environmental, social and cultural needs of the community, provide for wide community consultation, and promote Council's role as a facilitator of economic and community development, including; <ul style="list-style-type: none"> ➢ fostering and promoting increased opportunities for employment ➢ enhancing and promoting people's desire to live, work and invest in the region ➢ contributing to and supporting the development of key events, the arts and cultural development. • Co-ordinate or oversight a range of activities related to the promotion of the region's tourist attractions, including; <ul style="list-style-type: none"> ➢ the tourism information centre ➢ accessing grants and other sources of funding ➢ attracting visitors to the region ➢ marketing and promoting the area ➢ identifying, developing and promoting tourism incentives. • Liaise and network with appropriate external bodies to identify funding opportunities to develop and/or continue various programs and 	<p>Effective timely, responsive plans Issues identified, and effective strategic responses to community issues, trends and needs.</p> <p>Community development programs and policies implemented, monitored and reviewed.</p> <p>Smooth implementation of plans and programs. Milestones achieved.</p> <p>Thriving social infrastructure; community expectations and needs met.</p> <p>High level contribution to the region's community events.</p> <p>Strong relationships and networks developed.</p> <p>Grants and funds accessed.</p> <p>Programs, responses and activities reviewed and evaluated.</p> <p>Successful marketing and promotions campaigns.</p> <p>Tourism information centre contains up to date, relevant tourism information</p> <p>Increased tourism to the region.</p>



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

	<p>projects. Oversight and assist with the preparation of grant proposals and submissions. Monitor program outcomes against projected achievements.</p> <ul style="list-style-type: none"> • Oversight the development of tenders for the provision of external works and services. Contribute to the evaluation of the performance of external service providers and contractors. Report on contract outcomes. 	<p>High levels of consultation, resulting in community awareness and wide community participation.</p>
<p>ECONOMIC DEVELOPMENT</p>	<ul style="list-style-type: none"> • Implement, further develop and review a strategic plan that provides a strong focus on economic development for the region, the natural and built environment, ensuring appropriate planning principles and controls are in place. • Establish effective relationships with key stakeholders. Develop positive responses to the economic and social issues of strategic importance to the future development of the region. Liaise and/or negotiate with external bodies and sources and, in particular, take an active involvement in, and contribute to, the activities of relevant Groups, Committees and the Regional Development Board. • Research and monitor the town's economic and industrial base. Identify strategies for development of the economic base, investment attraction and trade promotions. • Identify private sector interests, Government programs and funding sources with capability to facilitate development in the region. Prepare submissions, receive, allocate and monitor grant expenditure. • Plan, develop and implement a range of responsive, relevant and cost effective special projects related to the Strategic and Corporate Plans. Plan and undertake research, evaluation and community consultation. Report on outcomes and achievements and make recommendations to Council. 	<p>Plans reflect relevant and appropriate strategic focus.</p> <p>Effective responses to community issues, trends and needs.</p> <p>All relevant stakeholders involved</p> <p>Funds accessed successfully.</p> <p>High levels of community awareness of Council plans and direction.</p> <p>Effective consultative policies implemented.</p> <p>Cost effective and timely project management.</p> <p>Projects steered with direction and effective outcomes achieved.</p> <p>Research is comprehensive and relevant.</p>



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

<p>REPRESENTATION, PUBLIC RELATIONS AND RELATIONSHIPS</p>	<ul style="list-style-type: none"> • Develop effective relationships between Council and other key stakeholders. Liaise and/or negotiate with external bodies and sources on key issues, as required. • Represent Council on various committees, network with other professionals and representatives from the three spheres of government and with other organisations, report to Council on outcomes. • Ensure Council's media liaison activities are timely and responsive, and portray a consistent, professional corporate image. • Oversight the preparation of Council publications, annual report, published advertisements and articles, and other promotional documents (e.g. brochures, flyers, etc.) to ensure they present a professional image, and are consistent with Council's communications strategy. 	<p>All relevant stakeholders consulted and involved</p> <p>Professional media releases and liaison with external bodies.</p> <p>Consistent corporate image.</p> <p>Professional presentation of all publications, including reports, advertisements, articles and promotional documents.</p> <p>Successful displays and promotions.</p> <p>Increased community awareness of council role and activities.</p>
<p>RISK MANAGEMENT</p>	<ul style="list-style-type: none"> • Review, endorse and implement the Risk Management Policy and Framework. • Promote a strong risk management culture by providing firm and visible support for risk management including ensuring appropriate delegations for the management of risk. • Ensure a framework is in operation and delivers a consistent approach to risk management. • Ensure managers have the necessary knowledge and skills to effectively fulfil their risk management responsibilities and are accountable for risks arising from the activities of their departments. • Review Council's strategic risks. 	
<p>WORK HEALTH & SAFETY</p>	<ul style="list-style-type: none"> • As the Council's Responsible Officer under WH&S legislation, ensure the development and maintenance of systems to promote a safe and healthy environment for the public and employees. • Ensure Council complies with the State WH&S legislation. • In consultation with employees and qualified advisors, establish and maintain a WH&S 	<ul style="list-style-type: none"> • Compliance with Council's WH&S policies and procedures and legislation. • Incidents and hazards reported within timelines



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

	<p>Program, Policies and Procedures.</p> <ul style="list-style-type: none">• Ensure that workplace committees, personnel and consultative mechanisms are in place and operating effectively.• Ensure relevant WH&S records are kept and maintained as determined by legislation and recommended practice where relevant and applicable to the Council's operations.• Ensure employees are appropriately trained in WH&S matters to ensure safe work practices.• Ensure injured employees are supported in their return to work.	
--	--	--

SKILLS, KNOWLEDGE, EXPERIENCE AND QUALIFICATIONS

- Proven leadership and general management skills across human, financial and material resources at a high level.
- Knowledge of local government and related practices and processes.
- Proven experience in engaging positively with the community and customer service.
- High level strategic and corporate planning skills.
- Proven financial management skills.
- Knowledge of economic and community development principles.
- Comprehensive knowledge of contemporary human resource management and organisational development concepts and practices.
- Comprehensive knowledge of commercial, business, tourism and community services, policies and practices.
- Presentation and public speaking skills.
- High level of analytical skills and conceptual thinking.
- Understanding of the needs and expectations of rural communities.
- Extensive experience in corporate governance and compliance.
- Knowledge of employment legislation, Awards and work place agreements.

PERSONAL ATTRIBUTES

- Proven ability to persuade, influence, negotiate and advocate.
- Ability to make difficult decisions and to provide unbiased candid advice.
- Outstanding ability to communicate verbally and in writing.



District Council of Cleve

Position Description

CHIEF EXECUTIVE OFFICER

- Self-organised and self-directed.
- Demonstrated maturity and calm under pressure.
- Tact, diplomacy and political astuteness.
- Proven ability to be proactive and manage competing demands.
- A passion for community service/development.
- A respectful and non-judgemental approach.
- Demonstrated commitment, enthusiasm and persistence.
- Inclusive leadership and management style with the ability to effectively engage with a wide range of stakeholders.
- Demonstrated ability to be flexible and adaptable.
- Passion for building a team based culture and a focus on customer service.

POSITION AGREEMENT:

Incumbent

(Signature)

(Date)

Approved by
District Council Of
Cleve - Mayor

(Signature)

(Date)

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

Quality People Pty Ltd ATF Quality People Unit Trust on 17 March 2023, having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent	Quality People Pty Ltd ATF Quality People Unit Trust
State in full the name(s) of the Respondent(s) and trading names	
ABN	ABN 29 946 739 927
2. Contact Person	Kirrily Guinan – Chief Operating Officer
3. Registered Address	Level 1, 199 Toorak Road, South Yarra, Victoria, 3141
4. Postal Address	PO Box 4043, McKinnon VIC 3204
5. Telephone	0402 716 031 / 03 9578 6388
6. Fax	N/A
7. Email	contracts@qualitypeople.com.au kirrily@qualitypeople.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Full recruitment service provided in accordance with Schedule 2 of the RFQ	N/A	\$49,500 ex GST	\$4,950	\$54,450 inc GST
OPTIONAL COSTS				
<i>If required:</i> Quality People currently has arrangements with small business suppliers to provide Pre-employment Testing services with no additional charge to Town of Walkerville:				
Pre-employment Medical, Audio, Spiro and Drug and Alcohol test (instant or pathology / urine or saliva)	<i>per applicant (if required)</i>			\$275 inc GST

Pre-employment Medical, Audio, Spiro and Drug and Alcohol test (instant or pathology / urine or saliva) in addition to an FCA (functional capacity assessment)	per applicant (if required)			\$429 inc GST
Functional Capacity Assessment (without Pre-employment Medical, Audio, Spiro and Drug and Alcohol test)	per applicant (if required)			\$175 inc GST
If required: Quality People currently has arrangements with small business suppliers to provide Psychometric Profiling Services, with no additional charge to Town of Walkerville				
Both Extended DISC and DISC are ideal for determining behaviour fit to job and may include pre profiling of the role to determine the type of behaviour required At very high levels it is recommended Myers Briggs with Extended DISC to get behaviour and personality profiles	per applicant (if required)			\$230 inc GST
Myers Briggs is personality testing often used for executive levels	per applicant (if required)			\$230 inc GST
Values inventory for executive level: this is a very valuable instrument to determine value alignment and how long the candidate would stay in the role and how they would bring in their attitude values and approach to work and company	per applicant (if required)			\$110 inc GST
Quality People currently has arrangements with National Crime Check to provide Police Check services at a rate of \$49.90 inc GST, with no additional charge to Town of Walkerville..	per applicant (if required)			\$49.90 inc GST

<p>Quality People will, on request, facilitate travel arrangements for any interstate candidates meeting with Town of Walkerville Management face-to-face.</p> <p>The cost of candidate travel will be billed separately and at cost, subsequent to seeking approval prior to any arrangements being made.</p>	<p><i>Per campaign (if required)</i></p>			<p>Quality People will provide copies of tax compliant receipts for reimbursement.</p>
--	---	--	--	--

RELEASED

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Quality People looks forward to assisting the Town of Walkerville with the provision of a comprehensive end-to-end candidate search and recruitment process for the position of Chief Executive Officer in accordance with Section B of the RFQ

EXPERIENCE IN SENIOR SPECIALIST RECRUITMENT

Quality People has a strong background in supporting our clients' requirements for top-quality Specialist Resources / Recruitment services. We have developed a huge database of Resources including a substantial group of Executives, Specialist Resources and associated personnel.

For more than 12 years, we have specifically concentrated on providing top-quality Resources / Consultancy Services for our clients around Australia with considerable success. Key to our success in the is our ability to respond quickly and efficiently to requests by all our clients in order to find Quality, Hard-to-Get Professionals.

Starting as a small family business, we have grown, while retaining our family values; We are proud that we have successfully placed resources at all levels of government and for private corporations.

In addition to multiple State and Territory Specialist Services pre-approved supplier panels, **Quality People** has also been appointed to the ES8111-2021 - Provision of ICT Professional and Leasing Services for Municipal Association for Victoria (MAV), PSP011 Temporary Labour & Recruitment Preferred Supplier Panel for the WA Local Government Association (WALGA), BUS258 Permanent and Temporary Recruitment and subsequently to LB297 Executive Management Panel for local councils across the Northern Territory, Tasmania and Queensland. We are tendering for significant work with local councils around the country through this association and other sources.

Quality People is committed to supporting Town of Walkerville's requirements by providing suitably qualified candidates for this important request.

Quality People is experienced at finding specialized personnel for both metropolitan and remote locations. **Quality People** prides itself on tailoring recruitment solutions based on the specific requirements of the role and the client organisation. Finding the right candidate takes more than reading resumes and database matching of skills to a Position Description. **Quality People** provides an end-to-end recruitment service for all types of executive, senior and management roles, through to entry level business support.

The **Quality People** team of consultants are all veterans in the recruitment field with vast networks of professional personnel to draw on to add value to client organisations. Based on specified criteria, we assess all candidates across a broad range of characteristics including extensive skills testing and personality profiling. We highlight the personal qualities and professional abilities that lead to successful job placement outcomes.

All candidates are pre-screened one-on-one; skills assessed, and references checked for short-listed candidates by our dedicated consultants to determine personality type, motivators, work values, and behavioural expectations, ensuring we present the right candidates for the role.

Schedule 3 Timeframe

Quality People looks forward to assisting the Town of Walkerville with the provision of a comprehensive end-to-end candidate search and recruitment process for the position of Chief Executive Officer in accordance with a timeframe to be confirmed upon engagement.

A sample of a recent Executive / Senior level recruitment timeline

Quality People consultants have a multi-faceted strategy to establish, manage and meet client timelines. Initially, **Quality People** consultants would meet (face to face if possible) with the Town of Walkerville Senior team to establish the recruitment criteria and timelines. Noting all the steps in finalising a senior-level recruitment campaign, our consultants would provide the hiring manager with a realistic timeline to provide the recruitment service. An agreement will be reached between the hiring manager and **Quality People** in which timeline expectations will be set.

During the recruitment campaign, progress update will be sent to the hiring manager, noting the milestones achieved and the stages completed. At the conclusion of the campaign a final report will be sent to Town of Walkerville.

The following example of a **Quality People** recruitment campaign is based on the client requirements for a 3-month engagement process, complied with (and exceeded) client expectations for the recent recruitment of a Chief Financial Officer.

Please note, the Quality People timeline for Executive / Senior level roles is typically 4-6 weeks from finalisation of Position Description.

The table below details the compliance with the timeline of the client:

Agreed timeline	Recruitment Tasks	Quality People recruitment targets met
Week 1	Finalise timeline and commence recruitment campaign	<p>Quality People consultant met several key stakeholders within the Management/Executive team as well as the Finance team. We were able to:</p> <ul style="list-style-type: none"> ascertain the unique culture of the organisation; assess the skills and personalities of the existing staff to ensure 'best-fit'; understand the client's timelines and ideal start-date of the successful candidate; defined search parameters were established; collaboratively document the specific requirements and responsibilities of the role, prepare a job description and an advertisement.
Weeks 2 - 4	Role is advertised on multiple platforms	<ul style="list-style-type: none"> The role was advertised on multiple platforms; Weekly reports were sent to the hiring manager to update the progress of the recruitment campaign
Week 3	Provide longlist of identified individuals for discussion with the recruitment panel prior to commencement of Executive Search	<ul style="list-style-type: none"> an extensive search of Quality People's existing Executive database was conducted, and along with respondents to our advertisements potentially suitable candidates were earmarked and contacted as part of an initial screen process;

		<ul style="list-style-type: none"> • a deeper search was conducted on multiple media platforms to match candidate skills and qualifications to the requirements and responsibilities of the role. • Candidates were benchmarked and their experience was evaluated according to 'best fit' for the client; • Weekly reports were sent to the hiring manager to update the progress of the recruitment campaign
Weeks 5 - 7	<p>Screening of candidates</p> <p>Interview and video/phone interview potential candidates</p> <p>Benchmark candidates according to a capability matrix and parameters that have been established at the onset</p>	<ul style="list-style-type: none"> • Candidates were benchmarked and their experience was evaluated according to 'best fit' for the client; • Where possible, face-to-face interviews were conducted with candidates. Alternatively, phone interviews were conducted; • Candidates were ranked according to a capability matrix which was established at the commencement of the campaign; • Weekly reports were sent to the hiring manager to update him on the progress of the recruitment campaign;
Weeks 7-8	<p>Attend Shortlist meeting with Client</p> <p>Prepare background checks</p> <p>Facilitate interviews</p>	<ul style="list-style-type: none"> • Background checks on candidates were conducted; • Shortlisted candidates were presented to the client for interviews; • Client interviews with selected candidates were scheduled;
Weeks 8-9	<p>Reference Checking</p> <p>Formal Offer</p> <p>Prepare onboarding for successful candidate</p>	<ul style="list-style-type: none"> • Reference checking for the preferred candidate was done on the client's behalf; • Quality People assisted the client with the articulation of a formal employment offer; • A final report was sent to the hiring manager to summarise the recruitment campaign
Week 10	Finalise Recruitment	<ul style="list-style-type: none"> • Advise unsuccessful candidates

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	132A002640 OFF	\$20M		19/12/23	Allianz
Professional indemnity (if applicable)	132R001187 PLP	\$10M	\$20M	19/12/23	Allianz
Property and facilities	N/A				
Contents	N/A				
Vehicles plant & equipment	N/A				
Workers compensation	N/A				
Directors and officers (if applicable)	N/A				
Other	N/A				

In the event additional Insurances are required, Quality People will ensure compliance in a timely manner.

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Signed for [Quality People Pty Ltd ATF Quality People Unit Trust] by an authorised representative in the presence of:	
 Signature of witness	 Signature of authorised representative
Kirrily Guinan Name of witness (print)	David Silverman Name of authorised representative (print)
	Chief Executive Officer Position of authorised representative (print)

RELEASED



Quality People

Recruitment | Contracting | Consulting

Supporting your business

COMPANY / CAPABILITY OVERVIEW

- Providing independent contractors and permanent staff
- Solving your diverse and unique resourcing requirements in a timely and cost-effective manner
- Industry sectors; Government, Defence, Information Technology, Mining & Resources, Oil & Gas, Utilities, Building / Construction, eHealth, Banking & Finance, Consulting Groups
- Sourcing quality, hard-to-get specialists; ICT, Engineering and Construction professionals
- Rapid talent acquisition for projects
- Management of independent contractors
- Ensuring candidates have necessary clearances / police checks or the ability to obtain them

COMPETITIVE DISCRIMINATORS

- Quality People specializes in finding quality, hard-to-get professional resources
- Specializing in independent contractors; facilitating rapid business expansion, while reducing ongoing HR risk
- Assisting former Defence Force personnel seeking to transition into a civilian career
- Partnerships with Cross Cultural Consultants, and the Indigenous Business Network, providing greater access to skilled Indigenous labour and their communities
- Quality People specializes in remote location placements

KEY PARTNERS & CLIENTS

- Cross Cultural Consultants
- Indigenous Business Network
- Australian Defence Alliance
- Australian Industry & Defence Network (AIDN)
- State, Territory and Local Governments
- Team Downer
- Textron Systems Australia
- Moog Australia
- Logistic Engineering Services
- Synertec
- Beca

TESTIMONIAL

"I have always had a positive experience with the team at Quality People. Their industry advice and ability to find candidates that meet the requirements of my roles, and the culture of my business is first class."

Jack Kormas, Managing Director – Textron Systems Australia

CONTACT

David Silverman
Chief Executive Officer

Tel: +61 (03) 9578 6388
Mobile: +61 (0) 433 829 471

Level 1, 561 North Road
Ormond VIC 3204

david@qualitypeople.com.au
www.qualitypeople.com.au

SPECIALIZING IN FINDING QUALITY, HARD-TO-GET PROFESSIONALS

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Jake Kelly-Grubb Scout Talent Pty LTD Scout Talent/Employment Office 18 129 212 602
2. Contact Person	Jake Kelly-Grubb
3. Registered Address	Level 1, 265 Coronation Drive, Milton, QLD
4. Postal Address	PO Box 1670, Milton, QLD, 4064
5. Telephone	07 3330 2752
6. Fax	NA
7. Email	jake.kelly-grubb@scouttalent.com.au

8. **Price Schedule**

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Recruitment Service Cost (Kick off call, Account Management by Executive and Specialists) Specifications: 1, 2, 10		\$1495	\$149.5	\$1644.50
Recruitment Marketing and Advertising (Active Advertising, Digital Headhunting, Database Engagement, Social Media) Specifications: 2, 3, 8		\$4750	\$475	\$5225
Talent Engagement (Interview Guide Creation, Rating and Ranking, Two-way video interviews of top		\$7700	\$770	\$8470

candidates, shortlisting of candidates, interview scheduling, behavioural assessments, reference checks and administration) Specifications: 2, 4, 5, 6, 7, 8, 9				
Total		\$13,945	\$1394.50	\$15,339.50

RELEASED

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

We intend to comply with the Specifications. As highlighted above, we will review and cover the specifications in the relevant areas with the relevant specialist teams. This will be at the forefront of the campaign in the Kick-off call and at relevant times based on candidates. Please note that all meetings in the specification will be conducted virtually via Zoom or Teams.

Schedule 3 Timeframe

From the point of signing, we would book a Kick-Off call at the next available timeslot (generally next day or two, depending on the client's availability).

We would then need 24 hours to develop a Talent Landing Page and copy.

With approval, advertising copy will go live ASAP (typically by end of day).

Advertising generally runs for a 4-6 week period, with candidates being engaged ASAP and passed through accordingly once processed and locked into interviews, etc. Typical campaigns are concluded within this 4-6 week period depending on client's arrangement with candidates bringing them on.

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	BXLC-ITL-2018-012001	\$10,000,000	\$10,000,000	22/12/2023	Brooklyn Underwriting
Professional indemnity (if applicable)	BXLC-ITL-2018-012001	\$1,000,000	\$2,000,000	22/12/2023	Brooklyn Underwriting
Property and facilities	N/A				
Contents	N/A				
Vehicles plant & equipment	N/A				
Workers compensation	WAB080897524 (QLD)			30/06/2023	WorkCover Queensland
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by **[Insert Company name]** pursuant to section 127 of the *Corporations Act 2001*

<hr/> Signature of Director	<hr/> Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
<hr/> Name of Director (print)	<hr/> Name of Director/Company Secretary (print)
OR	
<hr/> Signature of Sole Director and Sole Company Secretary	
<hr/> Name of Sole Director and Sole Company Secretary (print)	
OR	
Signed for [Insert Representative's name] by an authorised representative in the presence of:	
<hr/> <i>Jake Kelly-Grubb</i> Signature of witness Jake Kelly-Grubb	<hr/> <i>Glen Kilpatrick</i> Signature of authorised representative Glen Kilpatrick
<hr/> Name of witness (print)	<hr/> Name of authorised representative (print) Chief Revenue Officer
<hr/> Position of authorised representative (print)	

If the Respondent is an individual, the Quote must be executed as follows:

Signed by [insert name] in the presence of:
--



Request for Quotes For

*Professional Legal Services for the
position of Chief Executive Officer*

RFQ VP350944

Table of Contents

	Page No
Structure of this Request for Quotes.....	3
Section A – Quote Conditions.....	4
1. Definitions.....	4
2. Request for Quotes	4
3. Acceptance of Quote.....	5
4. No Legal Requirement.....	6
5. Council’s Rights	6
6. Quote Evaluation	6
7. Respondent’s Confidential Information	7
8. Governing Law.....	7
9. ICAC.....	7
Section B – Specifications	8
Section C – Form of Quote & Schedules.....	9

RELEASED

Structure of this Request for Quotes

This Request for Quotes is comprised of three sections:

- Section A - Quote Conditions
- Section B – Specifications
- Section C – Form of Quote and Schedules

RELEASED

Section A – Quote Conditions

1. Definitions

In this RFQ:

- 1.1 **Closing Date** means the time and date specified in clause 2.7, or such later time and date as may be notified in writing to Respondents by the Council.
- 1.2 **Form of Quote** means the form contained in Section C of this RFQ.
- 1.3 **Respondent** refers to any party who responds to this RFQ.
- 1.4 **RFQ** means this Request for Quotes.
- 1.5 **Quote** means a quote submitted by a Respondent pursuant to this RFQ.
- 1.6 **Schedules** means the schedules contained in Section C of this RFQ.
- 1.7 **Services** means the services sought to be purchased by the Council pursuant to this RFQ, pursuant to those outlined in the Specifications.
- 1.8 **Specifications** means the specifications specified in Section B of this RFQ.

2. Request for Quotes

- 2.1 The Council seeks Quotes from Respondents for the provision of the Services.
- 2.2 Prices quoted are to be in a lump sum basis.
- 2.3 All prices for the Services are to be fixed. Quoted prices must include GST and all applicable levies, duties, taxes and charges.
- 2.4 Any charge not stated in the Quote will not be payable by the Council.
- 2.5 The Respondent must submit:
 - 2.5.1 the original Form of Quote; and
 - 2.5.2 the completed Schedules.
- 2.6 Any Quote may be rejected if it does not conform with the requirements of the Specifications or this RFQ.
- 2.7 **Electronic Lodgement of Quotes**

- 2.7.1 Quotes must be lodged electronically via Vendor Panel before the closing date (**5:00pm Sunday 19 March 2023**) and in accordance with the Quote lodgement procedure set out in this clause.
- 2.7.2 Where there is any inconsistency between the lodgement procedure set out on the Vendor Panel website and those set out in this RFQ, this RFQ will prevail.
- 2.7.3 Quotes lodged by any other means will not be considered.
- 2.7.4 Respondents warrant that they have taken all reasonable steps to ensure that their Quotes are free of viruses or any other matter which would cause harm to the Council's website or systems.
- 2.7.5 Respondents acknowledge that it is their sole responsibility to ensure that sufficient time has been allowed for Quote lodgement, including time that may be required for any problem analysis and resolution prior to the Closing Date.
- 2.7.6 If Respondents have any problem submitting their Quote, they must contact the Nominated Contact Person (**Danielle Edwards, Council Secretariat on 8342 7100**) prior to the Closing Date. Any failure to do so will result in the Quote being a non-conforming Quote.
- 2.7.7 A Quote is deemed to have been lodged by the Respondent when the Quote has been received by Vendor Panel or the Town of Walkerville server.
- 2.8 This RFQ closes on the Closing Date.
- 2.9 Quotes received after the Closing Date will **NOT** be considered.
- 2.10 The Council will not accept any responsibility in the event that a Quote is not received by the Closing Date.
- 2.11 Respondents must not use this RFQ (including any attached technical and other written information supplied by the Council) for any purpose other than to prepare a Quote. This includes not copying this RFQ (including any attached technical and other written information supplied by the Council) and providing a copy to any third party not involved in the preparation of a Quote.
- 2.12 Any Respondent that solicits an Elected Member will result in their Quote not being considered.

3. **Acceptance of Quote**

- 3.1 The Respondent agrees that the Quote remains open for a minimum period of 60 days after the Closing Date.

- 3.2 This RFQ, together with the Council's written acceptance of the Quote and the issue of an official Council purchase order, constitute the contract between the Council and the successful Respondent.

4. **No Legal Requirement**

The issue of this RFQ or any response to it does not commit, obligate or otherwise create a legal requirement on the Council to acquire the Services from a Respondent.

5. **Council's Rights**

The Council reserves the right to:

- 5.1 amend, vary, supplement or terminate this RFQ at any time;
- 5.2 accept or reject any Quote, including the lowest price Quote;
- 5.3 negotiate with any service provider on all or any part of the Services to be supplied pursuant to this RFQ;
- 5.4 postpone or abandon this RFQ;
- 5.5 add or remove any Respondent;
- 5.6 accept or reject any Quotes;
- 5.7 accept all or part of any Quote;
- 5.8 negotiate or not negotiate with one or more Respondents;
- 5.9 discontinue negotiations with any Respondent; and
- 5.10 include the Respondents' names in Council reports and make them public. This may include the order of Respondents on the basis of quoted price but without the specific amount quoted.

6. **Quote Evaluation**

In assessing Quotes, the Council will have regard to, but not necessarily be limited to, the following criteria (not listed in any order of priority):

- 6.1 completion of the Form of Quote;
- 6.2 compliance with the Specifications;
- 6.3 warranties and guarantees on the Services;

- 6.4 timeframe for the completion of the Services;
- 6.5 demonstrated experience in completing similar processes;
- 6.6 referees; and
- 6.7 insurance.

7. Respondent's Confidential Information

- 7.1 Subject to clauses 7.2 and 8.1, the Council will treat as confidential all Quotes submitted by Respondents in connection with this RFQ.
- 7.2 The Council will not be taken to have breached any obligation to keep information provided by Respondents confidential to the extent that the information:
 - 7.2.1 is disclosed by the Council to its advisers, officers, employees or subcontractors solely in order to conduct the RFQ process or to prepare and manage any resultant agreement;
 - 7.2.2 is disclosed to the Council's internal management personnel, solely to enable effective management or auditing of the RFQ process;
 - 7.2.3 is disclosed by the Council to the responsible Minister;
 - 7.2.4 is authorised or required by law to be disclosed; or
 - 7.2.5 is in the public domain otherwise than due to a breach of the relevant obligations of confidentiality.

8. Governing Law

- 8.1 This RFQ is governed by the law in South Australia.
- 8.2 The parties irrevocably submit to the exclusive jurisdiction of the courts in South Australia.

9. ICAC

Respondents acknowledge that if they enter into a contract with the Council they will be considered to be public officers for the purposes of the *Independent Commissioner Against Corruption Act 2012 (SA)* (the ICAC Act) and will be obliged to comply with the ICAC Act and the Directions and Guidelines issued pursuant to the ICAC Act.

Section B – Specifications

Provide a full fixed fee costings (plus GST) for the provision of a legal advice and services to assist as part of the recruitment process for the position of Chief Executive Officer, with the proposal including, but not restricted to:

1. In conjunction with the CEO Selection Panel (the Panel) attend meetings (expected four) to discuss the recruitment process.
2. In conjunction with the Panel and appointed recruitment agency, provide legal advice to assist with the refinement of any/all documentation (if necessary).
3. Provide probity and legal advice regarding the recruitment process and candidate shortlisting.
4. Provide an independent opinion as to the suitability of shortlisted candidates.

While noting the aforementioned, Registrants are encouraged to propose any other appropriate and relevant value-adds as part of their proposals.

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We _____ (Respondent) on having read, understood and fully informed myself/ourselves/itself of the contents, requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	
2. Contact Person	
3. Registered Address	
4. Postal Address	
5. Telephone	
6. Fax	
7. Email	

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

RELEASED

Schedule 3 Timeframe

RELEASED

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability					
Professional indemnity (if applicable)					
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					
Directors and officers (if applicable)					
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i>	
_____ Signature of Director	_____ Signature of Director/Company Secretary <i>(Please delete as applicable)</i>
_____ Name of Director (print)	_____ Name of Director/Company Secretary (print)
OR	
_____ Signature of Sole Director and Sole Company Secretary	
_____ Name of Sole Director and Sole Company Secretary (print)	
OR Signed for [Insert Representative's name] by an authorised representative in the presence of:	
_____ Signature of witness	_____ Signature of authorised representative
_____ Name of witness (print)	_____ Name of authorised representative (print)
	_____ Position of authorised representative (print)

If the Respondent is an individual, the Quote must be executed as follows:

Signed by [insert name] in the presence of:	
_____ Signature of witness	_____ Respondent
_____ Name of witness (print)	

p
If the Respondent is a partnership, the Quote must be executed as follows:

Partner 1:

Signed sealed and delivered by [insert name] in the presence of:	
_____ Signature of witness	_____ Signature of partner
_____ Name of witness (print)	
_____ Address of witness (print)	

Partner 2:

Signed sealed and delivered by [insert name] in the presence of:	
_____ Signature of witness	_____ Signature of partner
_____ Name of witness (print)	
_____ Address of witness (print)	

Section C – Form of Quote & Schedules

Schedule 1 Form of Quote

I/We (Respondent) on
 having read, understood and fully informed myself/ourselves/itself of the contents,
 requirements and obligations of this RFQ, hereby provide a Quote for the Services.

1. Name of Respondent State in full the name(s) of the Respondent(s) and trading names ABN	Kelledy Jones Pty Ltd ACN 159 460 723 trading as Kelledy Jones Lawyers
2. Contact Person	Tracy Riddle
3. Registered Address	Level 6, 19 Gilles Street Adelaide SA 5000
4. Postal Address	As above
5. Telephone	(08) 8113 7100
6. Fax	
7. Email	triddle@kelledyjones.com.au

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
Fixed fee costing for the provision of legal advice and services to assist as part of the recruitment process for the position of Chief Executive Officer		\$7,950	\$795	\$8,745

Schedule 2 Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Kelley Jones Lawyers intends to comply with the Specifications.

RELEASED

Schedule 3 Timeframe

Kelley Jones Lawyers confirms it can meet the timeframes proposed by the Council and the recruitment agency in giving effect to the scope of works.

Please refer to Annexure A for information with respect to our service standards.

RELEASED

Schedule 4 Insurance

Provide details of insurance currently held by you that would be extended to provide cover for the Services. Type text here

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability					
Professional indemnity (if applicable)					Annexure B
Property and facilities					
Contents					
Vehicles plant & equipment					
Workers compensation					Annexure B
Directors and officers (if applicable)					Annexure B
Other					

The undersigned undertakes that if selected as the successful Respondent, I/we/it will be bound by the conditions provided.

If the Respondent is a company, the Quote must be executed as follows:

<p>Executed by [Insert Company name] pursuant to section 127 of the <i>Corporations Act 2001</i> Kelledy Jones Lawyers</p>	
<p style="text-align: center;"><i>Michael Kelledy</i></p> <p>Signature of Director</p> <hr/> <p>Michael Kelledy</p> <p>Name of Director (print)</p>	<p style="text-align: center;"><i>Natasha Jones</i></p> <p>Signature of Director/Company Secretary (Please delete as applicable)</p> <hr/> <p>Natasha Jones</p> <p>Name of Director/Company Secretary (print)</p>
<p>OR</p>	
<p>Signature of Sole Director and Sole Company Secretary</p> <hr/> <p>Name of Sole Director and Sole Company Secretary (print)</p>	
<p>OR</p> <p>Signed for [Insert Representative's name] by an authorised representative in the presence of:</p>	
<p>Signature of witness</p> <hr/> <p>Name of witness (print)</p>	<p>Signature of authorised representative</p> <hr/> <p>Name of authorised representative (print)</p> <hr/> <p>Position of authorised representative (print)</p>

19 March 2023

Town of Walkerville
66 Walkerville Terrace,
GILBERTON SA 5081

T. 08 8113 7100
Level 6/19 Gilles Street
Adelaide SA 5000
GPO Box 2024 SA 5001
ABN 66 159 460 723

SUBMITTED VIA VENDORPANEL

Dear Sir/Madam

LEGAL SERVICES TO ASSIST WITH THE RECRUITMENT PROCESS OF THE CHIEF EXECUTIVE OFFICER: BUYER REFERENCE NUMBER CEO002.21/22

We refer to your recent request for a quotation to engage a legal services provider to assist with the recruitment process for the office of the Chief Executive Officer (the **CEO**).

Thank you for inviting us to submit this quotation to the Council.

1. The Kelley Jones difference

Kelley Jones Lawyers was established in 2012 with a unique vision; a firm dedicated to the provision of specialist legal services specifically to local government bodies.

Accordingly, we are never conflicted in providing legal services to local government clients, because we never act contrary to the interests of any council. We are the only law firm in South Australia that offers this guarantee.

Our dedication to the local government sector speaks for itself, and, as a result, we are recognised as being at the forefront of local government legal practice. Our legal practitioners are focussed on local government clients and are not balancing the competing interests of other, private-sector clients.

We have a sophisticated understanding of the complex legal requirements and risk frameworks that apply to councils, together with the community expectations, financial and political considerations, oversight and review processes that impact council operations.

Each of our Directors and Associate Directors have been nationally recognised by their peers in 'Best Lawyers' as being leading lawyers in their respective fields of expertise.

2. Request for quote

We have been involved in providing legal advice in connection with recruitment and performance review processes in the office of the CEO by councils throughout South Australia.

Our advice and experience in this scope of works spans the fields of governance, administrative law and procurement and contract services.

Accordingly, we know, and understand, the importance of a transparent and accountable CEO recruitment process.

Indeed, recent amendments to the *Local Government Act 1999* now includes a requirement for all councils to appoint at least one (1) person who is not a member or employee of the Council to the selection panel and/or before making the appointment to the office of CEO, obtain and consider the advice of a qualified independent person.

We have acted on a number of occasions as that 'qualified independent person', as well as in assisting in CEO recruitment processes, and preparing Employment Agreements. We have both the expertise, and experience, in all relevant matters, developed over many years of practice.

Of course, there is the associated a requirement for the Council to ensure a robust process is in place to achieve the best possible outcome for the community in its recruitment process.

This includes a well-developed recruitment process and appropriately drafted reports and documentation, and we would be delighted to assist the Council in giving effect to this important role.

3. Scope of works and timeframes

We confirm we are able to meet the timeframes proposed by Council on commencement of this process.

The scope of works will include, but will not be limited to:

- 3.1 In conjunction with the CEO Selection Panel (the **Panel**) attend an expected four (4) meetings to discuss the recruitment process.
- 3.2 In conjunction with the Panel and appointed recruitment agency, provide legal advice to assist with the refinement of any/all documentation, as necessary.
- 3.3 Provide probity and legal advice regarding the recruitment process and candidate shortlisting.
- 3.4 Provide an independent opinion as to the suitability of shortlisted candidates.

Our extensive experience in the area of local government law means we are cognisant of tight timeframes throughout, and the necessity to act in a timely manner.

Our senior practitioners, including those nominated in connection with this proposal, are available at all times on their mobile telephones, with details listed below.

Michael Kelledy	0417 653 417
Natasha Jones	0419 864 531
Tracy Riddle	0431 867 523
Victoria Shute	0423 004 339
Cimon Burke	0422 165 614
Zinta Docherty	0413 998 883

4. Key staff

Michael Kelledy and Tracy Riddle will have primary conduct of this matter.

Michael Kelledy is a Director of Kelledy Jones Lawyers, and a public law specialist.

He came to SA with the benefit of having led a large in-house legal team in at a major English council. In that role, Michael was a key advisor to the elected members in procurement matters, undertook commercial projects jointly with the private sector and represented the Westminster Government in a matter of national significance.

Michael is an acknowledged authority on the legislation and common law principles impacting local government authorities, with particular expertise in administrative law, employment, contract, property, legislative interpretation and probity matters. Michael is often called upon by senior staff to provide strategic, political and business advice in contentious, sensitive and difficult matters.

Michael is widely published in local government publications and is a sought-after author and regular speaker at sector conferences both within South Australia and nationally and is recognised as a key legal advisor to local government in South Australia. This is demonstrated by his recognition in consecutive years, for over a decade, in the Best Lawyers Australia list.

Tracy Riddle is an Associate Director and has been practising law for more than 20 years, and more particularly, in the local government sphere for almost a decade.

Tracy commenced her legal career in SAPOL, where she was a police prosecutor, before working for the Crown Solicitors Office, in the prosecution section and on public integrity projects, in including as Counsel Assisting on the City of Burnside investigation.

Today, her areas of expertise span all aspects of employment, governance and administrative law, and include investigations and report writing for HR, WHS, Code of Conduct and integrity matters. Her attention to detail makes her the ideal lawyer for detailed bodies of work such as recruitment and performance review processes, section 270 reviews, legislative audits and policy and procedure documents.

Tracy is highly-regarded by clients and is known for the depth of her understanding of the legal and regulatory framework within which the local government sector operates. She has a pragmatic approach which is welcomed by clients, particularly in sensitive or complex matters.

A leader in her field, Tracy is regularly requested to present at workshops, conferences and seminars and widely publishes in her fields of expertise. Her experience has been recognised by her peers, with her fourth consecutive year listing in Best Lawyers Australia in the fields of governance law and litigation.

As local government specialists, our services are frequently requested in connection with all areas of recruitment and contracting, both as part of a recruitment process, or to provide advice on probity and process, as required.

More specifically, Michael and Tracy have extensive local government expertise, including in connection with council governance and probity, recruitment and performance review processes, and procurement.

Please refer to **Annexure C** for the Curriculum Vitae of the key staff who will be engaged in the Services.

5. Lump sum fee

In our experience, it is difficult to provide a lump sum fee for the provision of legal services for any recruitment process. This is because, at times, recruitment processes may not proceed strictly as anticipated.

This can be for many reasons, including uncontrollable delays because of third parties. However, we often find that delay, or additional works, can also arise as a result of the client taking diligent steps to ensure the probity of processes and outcomes.

Notwithstanding this, we confirm our fixed fee of **\$7,950 plus GST**, for the above-mentioned scope of works.

6. Value add

As a 'value add' to our proposal, we would be pleased to prepare the successful applicant's Employment Agreement with the Council, **free of charge**, as well as to attend at one (1) additional Council meeting to answer any questions the governing body may have with respect to the Agreement.

7. References

Organisation	City of Norwood, Payneham and St Peters
Contact person	Mario Barone
Contact phone no	8366 4555
Title	Chief Executive Officer
Brief description of work undertaken for referee	We provide legal services to the City of Norwood Payneham & St Peters in all areas of local government law.

Organisation	City of West Torrens
Contact person	Terry Buss
Contact phone no	8416 6208
Title	Chief Executive Officer
Brief description of work undertaken for referee	We provide legal services to the City of West Torrens in all areas of local government law.

8. Declaration of any conflict of interest

No conflict of interest exists.

9. Evidence of insurance

Please refer to **Annexure B** for the details of relevant insurances.

We welcome the opportunity to discuss this proposal with you, and look forward to hearing from you.

Yours sincerely
KELLEDY JONES LAWYERS



TRACY RIDDLE

Direct Line: 08 8113 7106

Mobile: 0431 867 523

Email: triddle@kelledyjones.com.au

ANNEXURE A - TIMEFRAMES

Our 'team' ethos and dedication to local government clients means that all of our staff work collaboratively. We do not have 'silos' as many larger firms do and where other 'silos' take instructions to act against or contrary to our client's interests. Our team structure means that we deliver comprehensive legal services to local government which consider all relevant considerations and we never transgress our Undertaking.

Our legal advice is, therefore, always comprehensive and cognisant of the various forms of oversight, appeals and reviews which councils are subject to under the myriad of legislation applicable to them.

We are a full-service local government law firm providing legal services to all of the State's councils.

We provide legal services on short notice and after hours.

We ensure that deadlines are identified and met as clients' need. Instructions are acknowledged by the practitioner who receives it. Our internal work practices mean that urgent work is immediately prioritised and the required deadline is communicated to a Director or Associate Director.

Where required, our practitioners are available after hours. The Directors and Associate Directors monitor work levels to ensure that client deadlines are achieved and periods of peak demand are managed so that our service standards are not affected.

Our practitioners are a team, we support each other, workflows are properly managed to achieve maximum efficiency and value for our clients and our service standards remain consistent throughout.

Where a deadline is not specified or agreed with you, we adhere to the following response times:

Task	Timeframe
Response to telephone calls, emails and	Within 1 working day (24 hours)
Verbal advice	Within 1 working day (24 hours) of the initial enquiry
Acknowledgement of receipt of correspondence or instructions	As soon as correspondence or instructions are received
Response to routine queries and emails	Within 1 working day (24 hours)
Preliminary written advice	Within 5 working days of receipt of instructions
Complex legal advice and documentation	As agreed with the Council

Customer service is important to us. We are committed to keeping you updated on the status of tasks and are proactive in communicating with you to ensure that we are aware of and meet your time imperatives. We are motivated by our strong desire to be the best at what we do and to exceed your expectations.

We use sophisticated IT systems and services to ensure that we deliver legal services at any time and from any location and that our services are up-to-date. We have rigorous and well tested contingency plans in place to deliver the Services, as most recently tested under the Emergency Declarations on account of COVID-19.

We use the Lexis Nexis Affinity Practice Management system which provides integration on a single platform with research, accounting, time management, document production and process management and support arrangements. This technology, ensures that we are able to streamline workflow with online research, billing, accounting and time tracking capabilities.

Our sophisticated IT system enables remote-access to our secure server, meaning that our practitioners can provide legal services at any time and from any location.

RELEASED

ANNEXURE B – RELEVANT INSURANCES

RELEASED

Certificate of registration

Return to Work Act 2014

Employer number 25987906
Employer name Kelledy Jones Services Pty Ltd as T/tee
Trading name Kelledy Jones Services Pty Ltd

Date of issue: 5 July 2022

Statement of coverage valid until 30 June 2023

This employer is registered as an employer under the *Return to Work Act 2014* (the Act).

Kelledy Jones Services Pty Ltd as T/tee is registered from 16/08/2012.

The information provided in this Certificate of registration is correct at the date of issue.

Important information

A certificate of registration is issued in South Australia to certify that an employer is registered under the Act. This certification is valid until 30 June 2023 or until Kelledy Jones Services Pty Ltd as T/tee ceases to be an employer who is required to be registered under the Act.

If there are any errors on this form, please inform ReturnToWorkSA within 30 calendar days. If you do not do this, under section 165(6) of the Act a maximum penalty of \$5,000 may apply.

A copy of this certificate must be produced within 30 days where requested by a person authorised under section 165(8) of the Act. A maximum penalty of \$1,000 under section 165(3) of the Act may apply.

A person who fraudulently alters a certificate of registration issued under section 165 of the Act is guilty of an offence. A maximum penalty of \$25,000 under section 165(5) of the Act may apply.

If you require any further assistance or information, please contact ReturnToWorkSA on 13 18 55 or by email to info@rtwsa.com.

ReturnToWorkSA

400 King William Street Adelaide SA 5000 • GPO Box 2668 Adelaide SA 5001 • ABN 83 687 563 395

General Enquiries 13 18 55 • www.rtwsa.com

20220705085415.644_PRM

OFFICE PACK INSURANCE / CERTIFICATE OF CURRENCY Policy Number: 60A898027BPK

This certificate acknowledges that the policy referred to is in force for the period shown.

Details of the cover are listed below.

Policy Number: 60A898027BPK
 Period of Insurance: From 14/08/2022 to 14/08/2023 at 4.00pm
 Insured Name: KELLEDY JONES
 ABN Number: Not Provided

Property Section		Sum Insured	Excess
Location:	LEVEL 6 19 GILLES ST ADELAIDE SA 5000	Building: Not Insured Contents: \$250,000	\$250
Type of Business:	SOLICITOR		

Business Interruption Section		Sum Insured	Excess
Location:	LEVEL 6 19 GILLES ST ADELAIDE SA 5000	Gross income: Not Insured Indemnity period: 12 Payroll: Not Insured Account receivable: Not Insured Increased cost of working: \$100,000 Claim preparation costs: Not Insured	
Type of Business:	SOLICITOR		

Interested Party: None Noted

Theft Section		Sum Insured	Excess
Location:	LEVEL 6 19 GILLES ST ADELAIDE SA 5000	Stock: Not Insured Contents: \$100,000 Tobacco: Not Insured Cigarettes, Cigars: Theft without Forcible Entry: Not Insured	\$250 \$250 \$250 \$250
Type of Business:	SOLICITOR		

Interested Party: None Noted

Liability Section		Sum Insured	Excess
Location:	LEVEL 6 19 GILLES ST ADELAIDE SA 5000	Liability: \$20,000,000	
Type of Business:	SOLICITOR	Property Owner: No Property Damage Excess:	\$250

Interested Party: None Noted

Issued by: QBE Australia
 Date Issued: 14. August 2022

End of Certificate.

Schedule of Insurance

Class of Policy: Business Insurance
The Insured: KELLEDY JONES

Policy No: 160A898027BPK
Invoice No: 2163224
Our Ref: KELLJO

QBE OFFICE PACKAGE

Insured Name KELLEDY JONES

SITUATION 1 DETAILS

Business SOLICITOR
 Situation LEVEL 6 19 GILLES ST ADELAIDE SA 5000

BROADFORM LIABILITY SECTION

Number of Employees 6
 Property Owners Only? No

Liability Limit of Liability
 \$ 20,000,000
 Goods in Physical Control As Per the Policy Wording

Property Damage Excess Excess
 \$ 250

Note

The rating of this section is based on 6 persons being engaged in the business. If there is any change to this, you must notify the broker or the company.

PROPERTY SECTION - Fire and other insured events

Construction Brick Walls, Concrete Floors
 Year Built 2010

Sprinklers Installed? Yes

Building Sum Insured
 Contents Not Insured
 \$ 250,000

Excesses Excess
 Building Nil
 Contents \$ 250

Earthquake excess as per the policy wording

BUSINESS INTERRUPTION SECTION

Consequential Loss, Trading Profits, Rent Receivable Sum Insured
 Outstanding Accounts Receivable Not Insured
 Increased cost of working \$ 100,000
 Payroll Not Insured
 Claims Preparation Costs Refer To Policy Wording
 Indemnity Period (Months) 12

Excesses Excess
 Consequential Loss, Trading Profits, Rent Receivable \$ 250
 Outstanding Accounts Receivable Nil

CRIME SECTION (Incl. Glass & Money Cover - Refer to Policy)

Security System Retail/Office in after hr
 Security Bld. No external
 access

Schedule of Insurance

Page 3 of 7

Class of Policy: Business Insurance
The Insured: KELLEDY JONES

Policy No: 160A898027BPK
Invoice No: 2163224
Our Ref: KELLJO

Contents **Sum Insured**
 \$ 100,000

Excess **Excess**
 \$ 250

GENERAL PROPERTY SECTION Not Insured

MACHINERY BREAKDOWN SECTION Not Insured

ELECTRONIC EQUIPMENT BREAKDOWN SECTION Not Insured

EMPLOYMENT PRACTICES SECTION Not Insured

STATUTORY LIABILITY SECTION Not Insured

EMPLOYEE DISHONESTY SECTION Not Insured

TAX AUDIT SECTION Not Insured

CLAUSES APPLICABLE**ENL ENDORSEMENT NOTING LANDLORD
ENDORSEMENT NOTING LANDLORD**

The entity below is hereby noted as the landlord in respect to the Property tenanted by You situated at the location(s) noted below. We agree to indemnify the landlord in respect of liability for Personal Injury or Property Damage arising from the negligence of the Insured resulting directly from the tenancy of the property by the Insured, but subject always to the terms, conditions and exclusions of the policy. Name of landlord Situation(s) Adabco Pty Ltd, Wyuang L6 19 Gillies St Adelaide

SFT POLICY WORDING QM485**APPLICABLE POLICY WORDING**

When BUSINESS PACK INSURANCE is shown on the Policy Schedule Commercial/Retail/Industrial Policy wording QM485-0721 applies. When TRADES PACK INSURANCE is shown on the Policy Schedule QBE Trade Policy QM207-0421 applies. When OFFICE PACK INSURANCE is shown on the Policy Schedule QBE Office Policy QM208-0521 applies.

B10 SPRINKLER INSTALLATIONS-OWNED PREMI

Sprinkler Installations - Applicable to Owned Premises

or

Installations for which the Insured is Responsible The Insured warrants that in such of the Buildings as are protected or as required by law to be protected by an approved installation of automatic sprinklers, automatic external alarm signal and automatic alarm signal connected with the fire brigade station, in or on the premises, due diligence shall be used so that the same shall at all times be maintained in good working order. The Insured further warrants that provision will be made for the regular maintenance of the installation in accordance with Australian Standards AS1851 Part 3 Automatic Sprinkler Installation by the installing engineers or firm or, failing this, by a person or organisation who must be approved by Us to carry out such maintenance. Notice of all alterations and additions to the automatic sprinkler installation shall be given by the Insured to Us as soon as reasonably practicable.

SFT POLICY WORDING QM485**APPLICABLE POLICY WORDING**

When BUSINESS PACK INSURANCE is shown on the Policy Schedule Commercial/Retail/Industrial Policy wording QM485-0721 applies. When TRADES PACK INSURANCE is shown on the Policy Schedule QBE Trade Policy QM207-0421 applies. When OFFICE PACK INSURANCE is shown on the Policy Schedule QBE Office Policy QM208-0521 applies.

Schedule of Insurance

Page 4 of 7

Class of Policy: Business Insurance
The Insured: KELLEDY JONES

Policy No: 160A898027BPK
Invoice No: 2163224
Our Ref: KELLJO

SFT POLICY WORDING QM485

APPLICABLE POLICY WORDING

When BUSINESS PACK INSURANCE is shown on the Policy Schedule Commercial/Retail/Industrial Policy wording QM485-0721 applies. When TRADES PACK INSURANCE is shown on the Policy Schedule QBE Trade Policy QM207-0421 applies. When OFFICE PACK INSURANCE is shown on the Policy Schedule QBE Office Policy QM208-0521 applies.

TERRORISM INSURANCE ACT - APPLICATION TO THIS POLICY

QBE Australia has determined that this policy (or part of it) is a policy to which the Terrorism Insurance Act 2003 applies. We have reinsured our liability under the Act with the Commonwealth Government reinsurer, the Australian Reinsurance Pool Corporation (ARPC). As a consequence, we are required to pay a premium to the ARPC and that amount (together with the cost of that part of the cover provided by us and administrative costs associated with the legislation) is reflected in the premium charged to you.

As with any other part of our premium, it is subject to Government taxes and charges such as GST, stamp duty and, where applicable, levies.

TERRORISM EXCLUSION ENDORSEMENT

Notwithstanding anything contained in this Policy or any endorsement attached to the contrary it is agreed that this Policy excludes death, injury, illness, loss, damage, liability, cost or expense directly or indirectly caused by, contributed to by, resulting from or arising out of or in connection with any act of terrorism, as defined herein, regardless of any other cause or event contributing concurrently or in any other sequence to the loss.

An act of terrorism includes any act, or preparation in respect of action, or threat of action designed to influence the government de jure or de facto of any nation or any political division thereof, or in pursuit of political, religious, ideological or similar purposes to intimidate the public or a section of the public of any nation by any person or group(s) of persons whether acting alone or on behalf of or in connection with any organisation(s) or government(s) de jure or de facto, and which:

- 1) involves violence against one or more persons; or
- 2) involves damage to property; or
- 3) endangers life other than that of the person committing the action; or
- 4) creates a risk to health or safety of the public or a section of the public; or
- 5) is designed to interfere with or to disrupt an electronic system.

This Policy also excludes death, injury, illness, loss, damage, liability, cost or expense directly or indirectly caused by, contributed to by, resulting from, or arising out of or in connection with any action in controlling, preventing, suppressing, retaliating against, or responding to any act of terrorism.

ASBESTOS EXCLUSION ENDORSEMENT

This exclusion applies to the Public and Products Liability cover section. This policy does not cover Liability resulting from the existence, mining, handling, processing, manufacture, sale, distribution, storage or use of asbestos, asbestos products and/or products containing asbestos.

OUR AGREEMENT

We agree to provide You with the insurance cover set out in each of the Policy sections which You select and which are listed in the Schedule. You have paid or agree to pay to us the Premium set out in the current Schedule.

The insurance cover is in force for the Period of Cover set out in the Schedule. We will cover You for loss, damage and liability occurring during that Period of Cover, subject to the provisions of the Policy. We will not pay any more than the sum insured or limit of liability for each section which is shown in the Schedule.

We will not pay the Excesses shown in the Schedule. If any loss or damage leads to a claim

Schedule of Insurance

Class of Policy: Business Insurance	Policy No: 160A898027BPK
The Insured: KELLEDY JONES	Invoice No: 2163224
	Our Ref: KELLJO

under more than one Section of this Policy, You must pay the highest applicable Excess, but You need to pay only one Excess.

RELEASED

Schedule of Insurance

Page 6 of 7

Class of Policy: Business Insurance
The Insured: KELLEDY JONES

Policy No: 160A898027BPK
Invoice No: 2163224
Our Ref: KELLJO

IMPORTANT NOTICES AND INFORMATION

Additional Duty of Disclosure Information

Non-Disclosure

Policies which are not governed by the Insurance Contracts Act 1984 such as marine, (other than marine inland transit insurance and pleasure craft) and insurance required by statute such as Compulsory Third Party (CTP) motor vehicle insurance and workers compensation, the Insurer may be able to recover against the Insured in the event of misrepresentation, misstatement or non-disclosure. If you are uncertain as to whether particular information is relevant to the insurer's decision to insure, please contact us and we can help you identify whether the information should be disclosed to the insurer on the application or upon renewal or variation of the insurance.

Duty of Good Faith

Both parties to an insurance contract, the insurer and the insured, must act towards each other with the utmost good faith. If you fail to do so, you may prejudice any claim.

Change or Alteration in Risk

It is our duty as brokers to give you sound professional advice, but that advice can only be sound and valid if we are kept properly informed of changes to your business, circumstances or products such as alteration of risk, changes in location, mergers and acquisitions or any new or changes in activities (including overseas) which may have a bearing on the adequacy of your insurance coverage.

Average or Co-Insurance

Some policies contain an Average clause. This means that if you insure for less than the full value of the property, your claim may be reduced in proportion to the amount of the under-insurance. These clauses are also called "Co-Insurance" clauses.

A simple example is as follows:

Full (Replacement) Value	\$1,000,000
Sum Insured	\$500,000
Therefore you would be self insured for 50% of the Full Value	
Amount of Claim, say	\$100,000
Amount payable by Insurers as a result of the application of Average/Co-Insurance (i.e. 50%)	\$50,000

Some Business Interruption policies contain an Average/Co-insurance clause, but the calculation is different. Generally, the Rate of Gross Profit, Revenue or Rentals (as applicable) is applied to the Annual Turnover, Revenue or Rentals (as applicable) (after adjustment for business trends or other circumstances).

The Interest of Other Parties

If you require the interest of a party other than the named insured to be covered you **must** request this as most policy conditions will exclude indemnity to other parties (e.g: Mortgagees, Lessors, Principals. etc) unless their interest is noted on the policy.

Claims Occurring prior to commencement

Your attention is drawn to the fact that most of your policies do not provide indemnity in respect of events that occurred before the insurance commenced. They cover events that occur during the time the policy is current.

Subrogation and/or hold harmless

You may prejudice your rights with regard to a claim if, without prior agreement from your insurer, you make any agreement with a third party that will prevent the insurer from recovering the loss from that third party or another party who would be otherwise liable. When you enter into a contract you should take particular note of what the contract contains with respect to insurance requirements, hold harmless clauses, indemnity clauses, waivers or subrogation and/or recovery, remedies, penalties and the like.

Leasing, Hiring and Borrowing Property

When you lease, hire or borrow property, make sure that the contract clearly identifies who is responsible for insuring the property. This will help avoid arguments after a loss and ensure that any claims are efficiently processed. If the responsibility to insure lies with the owner, we recommend you try to ensure the lease or hire conditions waive any rights of recovery against you, even when the damages is due to your negligence. This will prevent the owner's Insurer making a recovery against you. If there are no conditions relating to responsibility to insure in the hire or lease contract, you should write to the owner asking who is to insure the property.

Claims Made During the Period of Insurance (Claims Made Policies)

Your attention is drawn to the fact that some policies (for example, professional indemnity insurance, D&O Liability and Crime) provide cover on a "claims made" basis.

This means that claims that are first advised to you (or made against you) and reported to your insurer during the period that the policy is current are insured under that policy, irrespective of when the incident causing the claim occurred (unless there is a date beyond which the policy does not cover – this is called a "retroactive date"). If you become aware of circumstances which could give rise to a claim and notify the insurer during the period that the policy is current, a claim later arising out of those circumstances should also be covered by

Schedule of Insurance

Page 7 of 7

Class of Policy: Business Insurance
The Insured: KELLEDY JONES

Policy No: 160A898027BPK
Invoice No: 2163224
Our Ref: KELLJO

the policy that is current at the time of the notification, regardless of when the claim is actually made or when the incident causing the claim occurred.

In order to ensure that your entitlement to claim under the policy is protected, you must report all incidents that may give rise to a claim against you to the Insurers without delay after they come to your attention and before the policy expires.

Non Renewable Insurance

Cover under your policies terminates on the date shown on our tax invoice or adjustment note.

While insurers will send renewal offers for most insurance policies, there are some which are not 'renewable'. For these, if you wish to effect similar insurance for a subsequent period, you will need to complete a further proposal form/declaration before the current policy expires so that we can seek terms of insurance and quotations on your behalf.

Essential reading of policy wording

The policy wordings for your insurances have either been provided to you or will be sent to you as soon as they are received from your Insurers. We recommend that you read these documents carefully as soon as possible and advise us in writing of any aspects which are not clear to you or if any aspect of the cover does not meet with your requirements.

Refund of Premium

If there is a refund or reduction of your premium as a result of a cancellation or alteration to a policy, or based on a term of your policy (such as a premium adjustment provision), we will retain any fee we have charged you. Depending on our arrangements with the insurer, the Licensee will retain any commission that was paid to them by the insurer for the policy and we may retain the portion of the commission that was paid to us by the Licensee. We may also charge you a cancellation fee.

Cancellation of Policy or Deficient Cover Due to Non Payment of Premium

We shall not be held responsible for the cancellation of your policy, a deficiency in cover, or the denial of a claim by your Insurer where you have not paid, or did not pay, any amount of premium due to us or your Insurer, or instalments to your premium financier.

General

Many areas of insurance are complex and some implications may not be evident to you. If there are any aspects of your insurances that you do not understand or you require further explanation, please contact us immediately.

Disclosure

This above information is not comprehensive. It provides only a summary of the subject matter covered and is not tailored specifically to your business or private situation. You should make your own assessment of this information and rely on it wholly at your own risk.

General Advice Warning

This advice does not take into account any of your particular objectives, financial situation or needs. For this reason, before you act on this advice, you should consider the appropriateness of the advice taking into account your own objectives, financial situation and needs.

Before you make any decision about whether to acquire the policy, you should obtain and read the product disclosure statement for the policy.

8 July 2022

Karen Searle
Principal - FINPRO

Marsh Pty Ltd
ABN 86 004 651 512
Level 1
148 Frome Street
ADELAIDE SA 5000
GPO Box 1693
ADELAIDE SA 5001
Tel +61 8 8418 0288
Fax +61 8 8235 6448
www.marsh.com.au
Karen.Searle@marsh.com

TO WHOM IT MAY CONCERN

Certificate of Currency Professional Indemnity

Our Ref: 042510

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this Certificate by email or for any loss, damage or expense thereby occasioned to any recipient.

POLICYHOLDER	Kelley Jones Pty Ltd Kelley Jones Lawyers Kelley Jones Services Pty Ltd as trustee for the Kelley Jones Services Trust
PERIOD OF INSURANCE	From: 1 July 2022 at 4 PM Local Time (SA). To: 1 July 2023 at 4 PM Local Time (SA).
LIMIT OF LIABILITY	\$8,000,000 any one claim in excess of the underlying policy
ATTACHMENT / EXCESS OF	\$2,000,000 any one claim
PRIMARY POLICY	Insurer: SA Law Society PII Scheme

INSURER
AAI Limited T/As Vero Insurance

PROPORTION
100.000%

POLICY NUMBER
LPX104071115



Karen Searle
Principal - FINPRO

**THE LAW SOCIETY OF SOUTH AUSTRALIA LEGAL
PRACTITIONERS' PROFESSIONAL INDEMNITY INSURANCE**

CERTIFICATE OF INSURANCE

for the period ending 30/06/2023

No.: **2022/16848** Master Policy No. 2022 S.A.

The Law Practice: **Kelley Jones Pty Ltd**

Address of all Insured offices:

Kelley Jones Pty Ltd

Level 6 19 Gilles Street

ADELAIDE SA 5000

Kelley Jones

Level 6 19 Gilles Street

ADELAIDE SA 5000

Period of Insurance: From **1 July 2022** to **30 June 2023** both days inclusive

Sum Insured: \$2,000,000.00 each Claim (inclusive of Defence Costs)

Deductible / Excess: **\$20,000.00**

Endorsement:

DATED at Adelaide 30/06/2022

The under mentioned Insurers severally agree each for their own part and not one for another for the proportion set against their name to indemnify the Insured in accordance with the terms and conditions contained in the Legal Practitioners Professional Indemnity Insurance Scheme 2022.

(a) Liberty Specialty Markets 100%


Stuart Quigley
Arthur J Gallagher & Co
(Aus) Limited
180 Greenhill Road
PARKSIDE SA 5063
ABN 34 005 543 920

Authorised Signatory

This document is issued as evidence of insurance only. Please refer to the Legal Practitioners Professional Indemnity Insurance Scheme 2022 for the full terms & conditions of cover which document can be viewed at www.lawsocietysa.asn.au

ANNEXURE C – NOMINATED PERSONNEL CURRICULUM VITAE

RELEASED

Kelley Jones



Michael Kelledy Lawyer

Michael is one of Australia's leading experts in local government law and practice.

Contact

Michael Kelledy

T 08 8113 7103 | M 0417 653 417

mkelledy@kelleyjones.com.au

Level 6/19 Gilles Street

Adelaide SA 5000

GPO Box 2024 SA 5001

kelleyjones.com.au

Specialisations

Governance

Employment

Commercial

Property

Affiliations

Fleurieu Regional Waste Authority

Revenue Professionals SA

Something you wouldn't know

Michael makes amazing tiramisu.

Favourite quote

"In the end it's not the years in your life that count, it's the life in your years" – Abraham Lincoln

Michael is a would-be fighter pilot, who became a specialist in local government law and practice in SA and before that in the UK. We could go into more detail, but Michael's story is best shared in person.

He has practised law on an international basis for many years (he refuses to divulge the exact number). In the UK, Michael headed the in-house legal team at Woodspring District Council. He now undertakes a similar role on an external basis for South Australian councils.

Michael's particular interest is in corporate governance and commercial matters. As one of Australia's leading experts in local government law and practice, he has been acknowledged for the past nine years by his peers in the prestigious Best Lawyers Australia list.

His approachable nature and focus on providing solutions see him sought out for strategic, political and business advice in contentious, sensitive and difficult matters. He lives by the mantra that 'the only advice of any worth is that which is definitive and provides the client with a course of action'.

Michael is widely published in local government publications and is a popular speaker at sector conferences, both nationally and within South Australia.

Outside work, Michael enjoys watching his boys play sport and spending time with his six (going on 16) year old daughter at his home in the Adelaide Hills.

Kelley Jones



Tracy Riddle Lawyer

Tracy's unparalleled knowledge of the public integrity system sets her apart from others.

Contact

Tracy Riddle

T 08 8113 7106 | M 0431 867 523

triddle@kelleyjones.com.au

Level 6/19 Gilles Street

Adelaide SA 5000

GPO Box 2024 SA 5001

kelleyjones.com.au

Specialisations

Governance

Employment

Litigation

Planning

Affiliations

Australian Institute of Administrative Law

Australasian Association of Workplace

Investigators

Property Council

Something you wouldn't know

Tracy was Miss Almond Blossom

1993, and still has her sash!

Favourite quote

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." Aristotle

After completing a degree in social work, it became evident to Tracy that she was more suited to alternative endeavours (a fact already well known to those around her) so she promptly joined SAPOL!

Her legal career as a police officer lasted seven years, the last four of which were as a police prosecutor. She then moved to the Crown Solicitors Office, where she was involved in prosecutions for Government Departments. Tracy was Counsel assisting the Investigator in the City of Burnside Inquiry, prior to being engaged as the Senior Lawyer on the SACAT and then the Public Integrity Implementation Teams.

Today, her areas of expertise span all aspects of administrative law to advice, investigations and report writing for HR, WHS, Code of Conduct and integrity matters. Her attention to detail makes her the ideal lawyer for detailed bodies of work such as section 270 reviews, legislative audits and policy and procedure documents.

Her approachable, down to earth manner makes her an asset in difficult or sensitive matters, including employment discussions.

As a leader in her field, Tracy is regularly requested to present at workshops, conferences and seminars and widely publishes in her fields of expertise. Her experience has been recognised by her peers, with her fourth consecutive year listing in Best Lawyers Australia in the field of governance law and litigation.

With any free time left after dealing with her busy practice, she is often running around to various sporting and social commitments with and for her three children. Tracy is also recognised for her regular supporting for the excellent wineries and restaurants in her local Adelaide Hills region.

Provision of Legal Services

RFQ VP350944

Request for Quotes for Professional Legal
Services for the position of Chief Executive
Officer

Date: 17 March 2023

Contents

Schedule 1: Form of quote	3
Schedule 2: Compliance with the Specifications	5
Schedule 3: Timeframe	6
Schedule 4: Insurance.....	7
Annexure A: Insurance.....	9

RELEASED

Schedule 1: Form of Quote

We Norman Waterhouse Lawyers on 17 March 2023, having read and fully informed ourselves of the contents, requirements, and obligations of this RFT VP350944, hereby provide a Quote for the Services.

<p>1. Name of Respondent</p> <p>State in full the name(s) of the person(s) or the registered name(s) of the company(s) and trading names.</p> <p>ABN Number:</p> <p>ACN Number:</p>	<p>Norman Waterhouse Lawyers Pty Ltd</p> <p>18 621 909 395</p> <p>621 909 395</p>
<p>2. Contact Person</p> <p>Nominate a contact person for this tender to deal with any questions or queries that may arise.</p> <p>3. Registered Address</p> <p>4. Postal Address</p> <p>5. Telephone</p> <p>6. Email</p>	<p>Sathish Dasan, Principal</p> <p>Level 11, 431 King William Street, Adelaide SA 5000</p> <p>PO Box 639, Adelaide SA 5001</p> <p>08 8210 1253 0412 823 850</p> <p>sdasan@normans.com.au</p>

8. Price Schedule

Description	Unit (if applicable)	Price (ex GST)	GST Component	Price (inc GST)
<ul style="list-style-type: none"> - Attendance at committee meetings - Provide a Charter for the committee (if required), including advice on engaging a placement company to undertake advertising and shortlisting duties on behalf of the committee. - Provide support to update position description and setting of key performance indications. - Provide and draft a best practice CEO contract for Local Government, after council has decided on preferred appointment. 		\$7 500	\$750	\$ 8250

<ul style="list-style-type: none"> - Additional offer of advice if needed - Employment Contract 	Rates upon request
---	--------------------

Schedule 2: Compliance with the Specifications

Please indicate if you intend to comply with the Specifications.

Norman Waterhouse Lawyers complies with the Specifications.

Schedule 3: Timeframe

Norman Waterhouse Lawyers complies with the Timing Specifications.

RELEASED



Schedule 4: Insurance

Provide details of insurance currently held by you that would be relevant to the works.

Please refer to Annexure A: Insurance.

Insurance type	Policy no	Extent of cover		Expiry date	Name of insurer
		Per incident \$A	In aggregate \$A		
Public and products liability	SMI022441422	\$ 20,000,000	\$ 20,000,000		Vero
Professional indemnity (if applicable)	2022/16762 Master Policy No. 2022 SA	\$ 2,000,000	\$ 2,000,000		The Law Society of Australia legal Practitioners professional Indemnity Insurance
Professional indemnity (if applicable)	201807-1651 R4 BIA	\$ 18,000,000	\$ 18,000,000		Berkley Insurance Australia
Contract Works Insurance (if applicable)		N/A	N/A		
Workers Compensation	29205811				Return to Work SA

The undersigned undertakes that if selected as the successful Respondent, We will bound by the conditions provided.

Executed by Norman Waterhouse pursuant on section 127 of the <i>Corporations act 2001</i>	
	
Signature of Director	Signature of Director/Company Secretary
Sathish Dasan	Michael Taylor
Name of Director (print)	Name of Director/Company Secretary (print)
Date: 17 March 2023	

RELEASED

Annexure A: Insurance

Professional Indemnity Insurance

THE LAW SOCIETY OF SOUTH AUSTRALIA LEGAL PRACTITIONERS' PROFESSIONAL INDEMNITY INSURANCE

CERTIFICATE OF INSURANCE

for the period ending 30/06/2023

No.: **2022/16762** Master Policy No. 2022 S.A.

The Law Practice: **Norman Waterhouse Lawyers Pty Ltd**

Address of all Insured offices:

Norman Waterhouse Lawyers Pty Ltd

Level 11 431 King William Street

ADELAIDE SA 5000

Norman Waterhouse

Level 11 431 King William Street

ADELAIDE SA 5000

Period of Insurance: From **1 July 2022** to **30 June 2023** both days inclusive

Sum Insured: \$2,000,000.00 each Claim (inclusive of Defence Costs)

Deductible / Excess: **\$60,000.00**

Endorsement:

DATED at Adelaide 29/06/2022

The under mentioned Insurers severally agree each for their own part and not one for another for the proportion set against their name to indemnify the Insured in accordance with the terms and conditions contained in the Legal Practitioners Professional Indemnity Insurance Scheme 2022.

(a) Liberty Specialty Markets 100%



Will Laundry
Director
Pillar Brokerage Pty Ltd
39 William Street,
Norwood SA 5067
ABN: 23 647 708 307
CAR No 001285560 of
AFSL 277842

Authorised Signatory

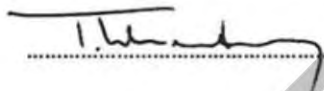
This document is issued as evidence of insurance only. Please refer to the Legal Practitioners Professional Indemnity Insurance Scheme 2022 for the full terms & conditions of cover which document can be viewed at www.lawsociety.sa.asn.au

Printed 11/07/2022 ID:101607 Policy No. 2022/16762

Page 1 of 1

Certificate of Currency

POLICY NO: 201807-1651 R4 BIA
INSURANCE TYPE: Professional Indemnity
POLICY WORDING: BIA Sol XS Professional Indemnity 2022
THE INSURED: Norman Waterhouse Lawyers Pty Ltd
Norman Waterhouse Services Pty Ltd ATF Norman Waterhouse Services Trust
ABN: 83643524813
PRINCIPAL ADDRESS: Level 8,11,12 431 King William Street
Adelaide SA 5000 AUSTRALIA
BUSINESS: Solicitors
POLICY PERIOD: From: 30/06/2022 4pm To: 30/06/2023 4pm
Both days inclusive (Local Standard Time)
LIMIT OF INDEMNITY: \$18,000,000 Any one Claim - Inclusive of Costs and Expenses
RETROACTIVE DATE: Unlimited, excluding known claims and / or circumstances


.....

Signed for and on behalf of Berkley Insurance Australia.
Date of issue 22/06/2022

This policy is current at date of issue.
For full details of cover please refer to the policy wording.
This certificate is only valid at the date of issue.

Public and Products Liability

Business Insurance Certificate of Currency



Policy Number: SMI022441422

Certificate Date 18 July, 2022

Insurer

AAI Limited ABN 48 005 297 807 trading as Vero Insurance

Important Information

The policy referred to is current as at the date of issue of this certificate and whilst an expiry date has been indicated it should be noted that the policy may be cancelled in the future. Accordingly, reliance should not be placed on the expiry date

Period of Cover 30/06/2022 to 30/06/2023 at 4pm

Insured

Insured Name

NORMAN WATERHOUSE LAWYERS PTY LTD

ABN

18 621 909 395

Address

LEVEL 8,11 & 12
431 King William St
ADELAIDE, SA, 5000

Policy Wording

Vero SCTP PDS Policy Wording V0004 V1 05/10/21 A

Situation Details

Situation: Levels 8,11 and 12 431 King William Street Adelaide SA 5000 (Principal)

Business Details

Solicitor

Interested Parties

Interested Party # 1

Risks

Public and Products Liability

Name

QE MF 102 P/L ACN.628 230 026 ATF QE MF 102 Property Trust

Nature of Interest

Lease

Address

Level 2 30 Collins Street,
Melbourne, VIC, 3000

Public and Products Liability

Limit of Liability

Limit of Liability - Public & Products Liability \$ 20,000,000

Additional Benefit

Property in Physical & Legal Control - Limit \$ 250,000

Workers Compensation

OFFICIAL: Sensitive



Certificate of registration

Return to Work Act 2014

Employer number 29205811
Employer name Norman Waterhouse Lawyers Pty Ltd
Trading name Norman Waterhouse

Date of issue: 9 June 2022

Statement of coverage valid until 30 June 2023

This employer is registered as an employer under the *Return to Work Act 2014* (the Act).

Norman Waterhouse Lawyers Pty Ltd is registered from 01/01/2018.

The information provided in this Certificate of registration is correct at the date of issue.

Important information

A certificate of registration is issued in South Australia to certify that an employer is registered under the Act. This certification is valid until 30 June 2023 or until Norman Waterhouse Lawyers Pty Ltd ceases to be an employer who is required to be registered under the Act.

If there are any errors on this form, please inform ReturnToWorkSA within 30 calendar days. If you do not do this, under section 165(6) of the Act a maximum penalty of \$5,000 may apply.

A copy of this certificate must be produced within 30 days where requested by a person authorised under section 165(8) of the Act. A maximum penalty of \$1,000 under section 165(3) of the Act may apply.

A person who fraudulently alters a certificate of registration issued under section 165 of the Act is guilty of an offence. A maximum penalty of \$25,000 under section 165(5) of the Act may apply.

If you require any further assistance or information, please contact ReturnToWorkSA on 13 18 55 or by email to info@rtwsa.com.

ReturnToWorkSA

400 King William Street Adelaide SA 5000 • GPO Box 2668 Adelaide SA 5001 • ABN 83 687 563 395

General Enquiries 13 18 55 • www.rtwsa.com

20220609170818.220_PRM



Sathish Dasan
Principal

Phone +61 8 8210 1253
Mobile +61 412 823 850
Email sdasan@normans.com.au



Overview

Sathish has earned a reputation as one of South Australia's pre-eminent specialists in the respective fields of industrial relations, human resource management, public and administrative law.

About

Sathish is the Principal in charge of the Firm's Employment & Industrial Relations, Insurance, and Governance & Regulatory teams.

By examining his clients' specific real-world requirements and circumstances, Sathish is able to provide sound, practical insights and advice.

Sathish has been named as one of Australia's leading lawyers in Doyle's Legal Guide for the last ten years.

Based in Adelaide for many years, Sathish has navigated complex legal issues in both the public and private spheres and frequently shares his knowledge through training sessions and speaking engagements.

Sathish regularly conducts and develops training programs (including for accredited qualifications), seminars and publications on numerous topics within his areas of expertise and specialisation.

Sathish has provided legal advice to the majority of Councils in South Australia in relation to the engagement of their Chief Executive Officers over the last 20 years.

Specialisations

- Industrial relations – public and private sectors
- Drafting and interpretation of contractual, policy and procedural documentation
- Advice and representation in employment disputes, including dismissals
- Equal opportunity and discrimination matters
- Workplace investigations
- Organisational restructuring
- Enterprise bargaining
- Industrial action and union right of entry issues
- All aspects of work health and safety, encompassing physical and psychological risk/incidents
- Enforceable undertakings
- Workers' compensation
- Public sector governance and conduct
- Government decision-making and administrative law
- Advice on the appointment of senior officers and CEO's in the Local Government sector

SOUTH AUSTRALIA
Legal Practitioners Act 1981

PRACTISING CERTIFICATE

Category A

Pursuant to Part 3 of the *Legal Practitioners Act 1981*
this is to certify that

Sathish Kumar Dasan

P Code: P4706

is entitled to practise the profession of the law for the period

1 July 2022 to 30 June 2023

Pursuant to Rule 10 of the *Rules of the Legal Practitioners Education and Admission Council 2018* this Category A practising certificate enables the holder to practise as the principal of a law practice entitled to receive and manage trust monies.



Certificate number 2022-P4706-4746 issued by the Law Society of South Australia on 29 June 2022

Printed 1/07/2022

Page 1 of 1

Felice D'Agostino
Principal

Phone +61 8 8210 1202
Mobile +61 423 301 204
Email fdagostino@normans.com.au



Overview

Felice assists and provides advice to local authorities on a wide variety of matters involving statutory interpretation, administrative law, governance, public administration, freedom of information, and public integrity. Felice takes a practical and solutions-based approach to representing her clients and assisting them to deal with competing pressures

About

As a principal in Norman Waterhouse's Employment, Governance and Regulatory Services team Felice specialises in governance and public administration and is committed to assisting her clients to make defensible decisions that will withstand scrutiny.

In recent times, Felice has provided advice and representation to the following agencies in respect of the following matters:

- Ombudsman SA in relation to judicial review proceedings challenging the Ombudsman's findings and opinions on an investigation of a matter referred to the Ombudsman by the Independent Commissioner Against Corruption;
- Ombudsman SA in relation to external reviews under the Freedom of Information Act 1991;
- Department for Corrections in relation to a freedom of information application;
- Department for Health and Wellbeing in relation to an investigation of potential misconduct by a public officer; and
- Aboriginal Lands Trust in relation to a complaint of misconduct by an officer of the Aboriginal Lands Trust.

Specialisations

- Statutory advice and interpretation
- Governance and public administration
- Code of conduct and conflict of interest
- Public officer duties
- Delegations and authorisations
- Public interest disclosure
- Meeting procedures and confidentiality
- Elections and polls
- Rates imposition and recovery
- Freedom of information and other access to information regimes
- Ombudsman and independent commission against corruption
- Judicial reviews and administrative appeals
- Council subsidiary charters
- Legislative compliance and due diligence audits

SOUTH AUSTRALIA
Legal Practitioners Act 1981

PRACTISING CERTIFICATE

Category A

Pursuant to Part 3 of the *Legal Practitioners Act 1981*
this is to certify that

Felice D'Agostino

P Code: P5502

is entitled to practise the profession of the law for the period

1 July 2022 to 30 June 2023

Pursuant to Rule 10 of the *Rules of the Legal Practitioners Education and Admission Council 2018* this Category A practising certificate enables the holder to practise as the principal of a law practice entitled to receive and manage trust monies.



Certificate number 2022-P5502-4745 issued by the Law Society of South Australia on 29 June 2022

Printed 1/07/2022

Page 1 of 1