



Candidate Brief for the position of Executive Director Western Ottawa Community Resource Centre

February 2019



Contents

About the Western Ottawa Community Resource Centre	3
Opportunity	5
WOCRC 2016-2017 Outcomes	7
The Individual	8
Ottawa	9
Steps in the Selection Process	10
How to Apply	11
Candidate Charter	12

CONTACT INFORMATION



Michael Williams | Partner
Michael.williams@odgersberndtson.com



Eric Slankis | Partner
Eric.slankis@odgersberndtson.com



Joanne McMullin | Consultant
Joanne.mcmullin@odgersberndtson.com

Odgers Berndtson - Ottawa
155 Queen Street, Suite 1301
Ottawa, Ontario K1P 6L1
Canada



About the Western Ottawa Community Resource Centre

Founded in 1986, The Western Ottawa Community Resource Centre (WOCRC) is a valuable provider of health and social services to communities in far west Ottawa. As a not-for-profit organization, WOCRC offers a wide range of programs to every group within their catchment area including youths, seniors, women, families, newcomers, and those with disabilities.

The Western Ottawa Community Resource Centre has a budget of over \$8 million and employs 70 full-time staff, a further 50 part-time/ contract staff, and 220 volunteers. They are the fabric of the Western Ottawa Community and have a vision for the community to be a vibrant, safe, and healthy place to live. The WOCRC has listened to community needs and answered with relevant programming and strong community partnerships to ensure that everyone has access to the services and resources they need to live a healthy life. You can find out more about their impact on the data graphic (P.7)

Services the WOCRC offers include:

- Providing counselling for adults who are facing a personal crisis;
- Providing a safe home and support to women and their dependents who have experienced violence in the home;
- Providing information, resources and referrals to new Canadians;
- Helping parents learn to raise a more confident child;
- Organizing opportunities for seniors to interact socially;
- Providing services to assist seniors to live more independently and to stay in their home longer;
- Offering teens a place to learn new skills and connect with their peers;
- Providing community development and health promotion services that focus on addressing and raising awareness of

the social determinants of health such as income, poverty, education, transportation, environment, isolation, and social exclusion.

The Western Ottawa Community Resource Centre has strong guiding beliefs focused on empowerment, equity, partnership, and innovation. They support their citizens in making their own choices and taking control of their lives; regardless of any systemic, cultural, or social barriers they may face including language, gender, age, ethnicity, sexual orientation etc. WOCRC believes that working for the collective good through collaboration can achieve great results and always stay focused on relevance, innovation, and creativity to respond to the complex and diverse issues facing the Western Ottawa community.

As the Western Ottawa Community Resource Centre comes to the end of its strategic cycle, they are looking for a seasoned strategic planner that can position the organization for continued success. The incumbent will also focus on advocacy efforts to give the most deserving the voice they need at the systemic level, create social change, and improve the well-being of their community members.

As WOCRC looks for its new **Executive Director**, they will be focused on a seasoned NFP leader that brings a strong understanding of building healthy organizational structures including strategic planning, engagement and support of their staff; the strengthening of community and government partnerships; the leveraging of funding opportunities; and the continuous improvement of quality, relevant programming – see P.4 for more information on WOCRC current Strategic Plan.



Western Ottawa Community Resource Centre - 5 Year Strategic Plan Framework



Opportunity

Purpose

- Together the Board and the Executive Director assure Western Ottawa's relevance to the community, the accomplishment of our mission, vision, and accountability to our constituents.
- The Executive Director supports the efforts of the Board in exercising its governance responsibilities.
- The Executive Director provides overall leadership and management to the organization, interprets, and implements corporation policies and strategic directions.
- The Executive Director is responsible for the effective operation of the corporation and its programs. Using a collaborative, team-building approach, the Executive Director creates an environment, which encourages innovation, progressive management, quality improvement, and a client-centered approach.
- In addition, she or he represents the Centre to the external community, including the public, clients, funders, colleagues and politicians. The Executive Director takes a leadership role in embodying the values articulated by the Centre, setting an example for the Centre's staff.

Principal Responsibilities

Legal Compliance

- Assures the filing of all legal and regulatory documents and monitors compliance with all relevant laws and regulations.

Governance

- Helps the Board articulate its own role, accountabilities, and that of its committees and members and helps evaluate performance regularly.
- Works with the Board Chair and committees to enable the Board to fulfil its governance functions.
- With the Chair, focuses the Board on long-range strategic issues.

- Participates in Board development activities to ensure the best participation and input from Board members.

Mission Policy and Planning

- Helps the Board articulate values, vision, short and long-term goals as well as key indicators of success.
- Follows the direction of the Board in developing a strategic plan, including goals and broad strategy for service delivery.
- Provides feedback to the Board on issues, problems, opportunities appropriate to the Board related to its strategic plan or governance responsibility.
- Recommends policy positions for new requirements and manages the robust systematic review of existing ones.
- Ensures the development of annual operational and individual work plans for Centre programs that follow from core service requirements and strategic directions and guide the direct delivery of services.

Program and Service Delivery

- Ensures that programs and services both external and internal are developed, implemented and evaluated based on quality practice.
- Ensures that each program's planning aligns with strategic direction from Board.
- Ensures opportunities for expansion and/or changes to programs and services are sought and implemented as per strategic goals and objectives.
- Ensures effective records management.
- Ensures appropriate acquisition of additional funding for WOCCRC. Ensures development, implementation and evaluation of new programs consistent with community needs.
- Ensures that quality and permanent French Language Services are available to the public and clients of those government funded programs that are French Language



Designated, in accordance with the applicable service agreements.

- Ensures preparation for accreditation process review and implementation of recommendations following the review.

Financial Management

- Ensures that proper accounting systems are in place to provide timely and accurate financial management information.
- Ensures that the affairs of the Centre are managed in keeping with long term and annual financial plans and the expectations and parameters of the funders.
- Provides the Board with timely financial reports, including an annual financial plan and detailed quarterly statements, including variance analysis, and recommendations regarding adjustments required.
- Oversees the effective management of the office and property of WOCCRC.
- Ensures corporate accountability for responsibilities conferred by funders.
- Oversees the Centre's fundraising strategy.

Human Resources Management

- Ensures that human resources policies and procedures meet all legislative requirements.
- Fosters an effective and efficient quality work environment.
- Approves all human resources policies and procedures with input from the Management Team.
- Assures a work environment that recruits, retains and supports quality staff and volunteers. and ensures their orientation and evaluation.
- Oversees compensation and benefits management.
- Acts as final arbiter in all human resources decisions and is final staff level appeal in any disputes.
- Informs the Board Chair and/or Executive Committee of any potential liabilities resulting from human resource issues within the Centre.

Liaison with the Community

- Interprets and promotes the Centre's services and programs to the community
- Provides appropriate liaison with existing and potential funders.
- Builds, promotes, and maintains strong partnerships with other community partners such as Community Health Centres, Community Resource Centres, schools and hospitals, service agencies and organizations at the local, provincial and federal levels.
- Develops and oversees the Centre's marketing and public relations strategy.
- Promotes awareness of programs/services by addressing external audiences or media.
- Identifies community needs through consultations with clients, community representatives, and internal and external service providers.
- Develops and maintains relationships in local, regional and provincial groups and committees of relevance to Centre objectives.
- Promotes Centre objectives on a political level regionally, provincially and nationally.
- Acts as key contact with funders engaging in consultations and accurate, timely responses to requests.

Board of Directors

- Acts as ex-officio member at all meetings of the Board of Directors and Board Committee meetings.
- Ensures that the Board has a solid understanding of programs/services and the inherent strengths and opportunities for improvement in each program/service.
- Ensures implementation of that Board decisions.
- Facilitates Board decision-making through the provision of administrative support and appropriate, timely and accurate research, statistics, reports and advice.
- Undertakes special projects as assigned by the Board of Directors.



- Assists the Board with the development of strategic direction, short and long-range plans and measurable goals.
- Assists the Board with the development of bylaws, policies and procedures.
- Assists the Board with recruitment, orientation and development of its members.
- Participates in team and Centre special events as required.
- Maintains up-to-date professional skills and knowledge through formal and informal training.
- Facilitates the development and implementation of cross-team communications and activity.

Risk Management

Leadership

- Acts as "Ambassador" for WOCRC, within and outside the Centre, by creating an awareness of WOCRC programs and promoting services offered.
- On an ongoing basis, works with the Board of Directors to identify, evaluate and mitigate strategic and operational risks to the organization and its stakeholders.

WOCRC 2016-2017 Outcomes



The Individual

Qualifications

- A minimum of a master's degree in social work, health administration and/or a health-related discipline or equivalent qualification based on relevant education and work experience in community health and social services.
- A minimum of five years' experience in a senior management position with demonstrated results in the nonprofit services sector, working within a community board and committee structure with critical competencies in four broad categories: commitment to results, business savvy, leading change and motivating staff.
- Experience in integrating and coordinating diverse areas of management and administration functions.
- Proven ability to establish and maintain productive relationships with other community-based organizations, a volunteer Board of Directors, and government agencies.
- Proficiency in the use of computers and various software applications including management information systems.
- Strong interpersonal skills; excellent oral and written communication skills; and strong analytical skills.
- Has a personal commitment to organizational excellence; displays honesty, integrity, and a strong sense of ethics in all decision and actions.
- Strong business writing, presentation and verbal communication skills in English essential and in French preferable; a third language is an asset.



Ottawa

Ottawa, Canada's capital, sits on the border between the provinces of Ontario and Quebec in central Canada. It was made capital of the British colonial Province of Canada in 1857 and is described as one of the most beautiful capitals in the world. A population of over 1.2 million makes the Ottawa region the fourth-largest urban area in Canada. A thriving international technology and business centre and world class tourism and convention destination, Ottawa is also rich in culture and heritage with its many national institutions, parklands, waterways and historic architecture. It is home to a large number of foreign embassies and is a recognized centre for both academics and professional training.

For the second consecutive year, Ottawa has been named MoneySense's best place to live in Canada. Ottawa also rates higher for economic and quality of life criteria compared to many American cities like New York, Boston, Washington and San Jose, and remains 3rd in North America and 18th globally according to the latest 2017 Quality of Living Ranking from Mercer Human Resource Consulting. Citizens of Ottawa enjoy unrivalled health, comfort, and economic well-being, due to the unique combination of urban convenience and accessible nature the city has to offer.

According to the Ottawa Real Estate Board, the average sale price of a residential-class property sold in June in the Ottawa area was \$434,502, an increase of 8.8 per cent over June 2016. The average sale price for a condominium-class property was \$289,905, an increase of 9.4 per cent over June 2016.



Ottawa is a city for culture and arts. As Canada's Capital, Ottawa is home to a variety of national institutions, including the Museum of History, the Museum of Nature, the Museum of Science and Technology, the National Gallery of Canada, and the National Arts Centre. Ottawa also hosts a myriad of festivals ranging from the Tulip Festival and Winterlude, to the Blues and Jazz Festivals, to the Dragon Boat and Hot Air Balloon Festivals.

Ottawa contains far more natural and undeveloped space than most cities of its size, and provides easy access to hiking, biking, skiing and other activities in the surrounding areas. The city houses more than 900 parks, 3 supervised beaches, 79 outdoor pools and more than 300 sports fields. In the colder months, Ottawa offers over 400 skating rinks as well as the Rideau Canal (a UNESCO World Heritage site), which becomes an 8-kilometer-long skating rink every winter.



Steps in the Selection Process

Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your resume and any other relevant application material to the Odgers Berndtson Partner or Consultant named in this document or through the process described within our How to Apply section. Rest assured, all your personal information will be kept in the strictest confidence.

Preparation of a List of Candidates for the Committee's Review

Once we receive the resumes of those who express interest in the position, we compare them against the client's needs and also against the backgrounds of other candidates. We then make a decision about which candidates are closest to the ideal background and make arrangements to meet with those candidates.

Interview with Odgers Berndtson

If your skills and background are commensurate with the client criteria, we would reach out for an initial interview to further explore interest and fit on your part, as well as for the Western Ottawa Community Resource Centre.

After the Interview

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including benefits, family considerations, and cultural fit.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you think you are unlikely to accept the position should it be offered to you. If you have additional questions following our initial discussion, but your interest is

tentative, and you are still "exploring", please let us know. We can help you acquire the additional information you need.

Interview with the Selection Committee

If there is a desire on both our parts to proceed further, we will ask you and the other short-listed candidates to attend an interview with the Selection Committee. Our client plans to have at least one extensive interview with you on a scheduled day. A follow-up interview may be requested.

Steps Leading to an Offer

After you meet with the WOCRC Selection Committee, we will advise you of their decision as soon as possible. If you are selected as a finalist candidate, you may be asked back for another interview with the Committee. At this stage, the client will ask us to conduct reference checks and, possibly, a psychometric test. In addition, background checks will be conducted as part of the process. If you are the preferred candidate, and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.



How to Apply

How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at:
<https://www.odgersberndtson.com/en/careers/15488>.

Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our website.

By providing us with a copy of your resume and any subsequent personal information directly or from third

parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Equal Opportunity

The Western Ottawa Community Resource Centre and Odgers Berndtson are committed to employment equity and diversity in the workplace and welcomes applications from women, visible minorities, aboriginal people, persons with disabilities, and LGBTQ persons.

We are committed to providing persons with disabilities with equal opportunities and standards of goods and services and are also fully compliant with the Accessibility for Ontarians with Disabilities Act (2005), as applicable.

Contact details

For a conversation in confidence, please contact:

Joanne McMullin
Joanne.mcmullin@odgersberndtson.com



Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know.

Email: deborah.lucas@odgersberndtson.com





ODGERS BERNDTSON

155 Queen Street, Suite 1301
Ottawa, Ontario K1P 6L1
Canada
+1 613 231 6666
<https://www.odgersberndtson.com/en-ca>