Recruitment Brief

Chief Executive Officer

YWCA Metro Vancouver

May 2018
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A. **INTRODUCTION**

This recruitment brief provides information regarding the opportunity to serve as the Chief Executive Officer ("CEO") of YWCA Metro Vancouver ("YWCA").

B. **OVERVIEW OF YWCA METRO VANCOUVER**

**BACKGROUND**

Established in 1897, YWCA’s vision is to achieve women’s equality and its mission is to touch lives and build better futures for women and their families through advocacy and integrated services that foster economic independence, wellness and equal opportunities. YWCA serves over 45,000 clients annually, with 45 programs and services in 58 locations.

YWCA is appropriately described as an entrepreneurial non-profit. With an annual budget of just under $30 million, YWCA generates 26.4% of its annual revenue from social ventures: a 155-room Hotel/Residence, a Health + Fitness Centre, and a Thrift Shop. An additional 13.5% is fundraised through donations and grants from private donors, corporations, foundations and government. Government contracts generate 48.1% and the remaining 12% is from fee-for-service programs, investments, events and other revenue. YWCA has a complex business model, owning and operating for-profit enterprises that generate funds for its programs and services.

YWCA has a large, highly engaged workforce, consisting of 430 employees and over 800 individual and group volunteers. Approximately 30% of the workforce is unionized with either the British Columbia Government Employees Union or the International Union of Operating Engineers. The 2017 employee engagement survey had a 95% participation rate and overall engagement of 88.4%. The engagement score increases when measuring employees saying good things about the YWCA, saying that they want to stay with the YWCA, and saying that they strive to do their best work every day.

In 2015, YWCA received Imagine Canada’s Standards accreditation, reflecting YWCA’s demonstrated excellence in five areas of operations: board governance, financial accountability and transparency, fundraising, staff management and volunteer involvement.

In 2017, YWCA’s Employment Services division received a three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF commended YWCA on its outstanding work in terms of leadership, strategic planning, governance, input from persons served and other stakeholders, legal requirements, financial planning and management, risk management, health and safety, human resources, technology, accessibility, and performance measurement and management, among others.
About YWCA Canada

YWCA is one of 32 Member Associations that comprise YWCA Canada. Incorporated in 1893, YWCA Canada is the country’s oldest and largest women’s multi-service organization; a charitable, voluntary organization, which serves as the national coordinating body for the YWCA movement in Canada. In turn, YWCA Canada is a member association of the World YWCA, which unites 25 million women and girls worldwide and spans 125 countries.

Working in 300 communities across Canada, YWCA Canada is the largest national provider of shelter to women, serving 25,000 women, children and teen girls, including 6,000 fleeing domestic violence each year. The organization is also the largest provider of literacy, life skills, employment and counselling programs in the country, and the second largest provider of child care services.

Each Member Association operates autonomously, governed by a local board of directors and serving the needs of its local community. Together, the Canadian Member Associations set policy for YWCA Canada and elect its board of directors.

Corporate Strategy

YWCA’s strategy for growth is developed through its strategic planning process and involves the board of directors (“Board”), management team and key community partners. The strategic plan defines high-level strategic directions for advocacy, core service areas and operations. It also documents progress and serves as a guide for departmental activities and program development as they relate to the ongoing, mission-based work of the organization.

The current Strategic Plan was adopted by the Board in late 2015 and has guided the work over the past three years. The Strategic Plan will be updated once the new CEO is in place.

YWCA uses a balanced scorecard, which is an integrated performance measurement system that links four perspectives: Be Financially Healthy; Run the Business; Learn and Grow; and Serve the Client. It balances objectives from both a financial and non-financial perspective and aligns the mission with resources and operations.

Programs and Services

As noted above, YWCA offers numerous programs and services, including:

- Housing: 175 units of transitional housing for women and children who have left abusive relationships; affordable housing for low-income single mothers and their children; and supportive transitional housing for pregnant women and new mothers committed to overcoming addictions (in Vancouver, North Vancouver, Langley, Surrey and Coquitlam).
• Support services for low-income single mothers and their children (in Vancouver, Burnaby, Surrey, Aldergrove, Abbotsford, Maple Ridge and the Tri-Cities).

• YWCA Crabtree Corner offers women and families in the Downtown East Side access to several community and parenting programs, including the Nobody’s Perfect Parenting Program and Community Action Program for Children (CAPC), to support vulnerable mothers who are in need of additional resources and support to better care for their children.

• Youth Education and Development: delivery of mentorship programs and after-school programs for girls and boys, designed to build developmental assets, reduce violence against women and address urgent issues facing today’s youth (in Vancouver, Surrey and Richmond).

• Employment services for women, men and youth (in Vancouver South, Vancouver West Side and North Vancouver).

• Four early learning and child care centres (in Vancouver) for children up to five years old.

• Affordable Hotel/Residence: 155 rooms open to all travellers, that also offers emergency shelter and longer-term residency options.

• YWCA Health+Fitness Centre, a co-ed, state-of-the-art fitness facility in downtown Vancouver. The YWCA is a leader in community fitness, health and wellness programming for women and men.

• Support for youth who are transitioning or have transitioned out of foster care through YWCA Strive, a 12-week program for North Shore and Vancouver youth, aged 17-24. The program provides life and employability skills so youth can successfully transition into independence.

**Advocacy, Marketing and Communications**

YWCA’s approach to advocacy is rooted in front-line experience and supported by credible research. On the front-line, it advocates on behalf of individuals, and at a broader level it advocates for systemic changes that support the full realization of women’s equality. Key issues include universal child care and work-life balance as drivers of women’s economic security, ending violence against women and the hypersexualization of women/girls and hypermasculinization of men/boys. Its approach to advocacy is to always search for the win-win with key stakeholders and unlikely allies, and to work across sectors to inform public opinion on barriers to equality. YWCA’s advocacy work is integrated with YWCA’s marketing and communications efforts to ensure its network is well informed on these issues and understand the important role of YWCA as a leading voice for gender equality.
RISK MANAGEMENT

Risk management is fundamental to the YWCA’s governance, planning, budgeting and compliance framework. It is an integrated part of all activities and processes, including strategic and business planning, operational performance and all organizational and program objectives.

C. THE OPPORTUNITY

The incoming CEO will be part of a new era at YWCA. Unexpectedly, but deservedly, Janet Austin, CEO of YWCA for the past fifteen years, was appointed Lieutenant Governor of British Columbia on April 24, 2018. As an organization steeped in good governance, YWCA had a succession plan in place for such an event and immediately appointed Michelle Sing as Interim CEO and established a CEO Task Group to recruit a permanent successor. Michelle Sing has declared she is not a candidate for the permanent role.

D. THE ROLE – CHIEF EXECUTIVE OFFICER

Reporting to the Board, the CEO is responsible for the overall success of YWCA — through delivering a wide range of diverse programs in support of its vision to “achieve women’s equality” and mission “to touch lives and build better futures for women and their families through advocacy and integrated services that foster economic independence, wellness and equal opportunities.”

The CEO will have an influential and visible platform to build upon YWCA’s existing strengths and ensure that the organization continues to anticipate and respond effectively and efficiently to the diverse needs of women and families in a rapidly changing environment.

A thorough consultation process with internal and external stakeholders identified a number of common themes deemed essential for the successful candidate, including:

- **Values and Executive Leadership:** Demonstrates values and leadership that are aligned with the vision and mission of the YWCA. Passionate about the cause of women’s equality. Unquestionable integrity, credibility and character; demonstrates high moral and ethical behaviour. Strong executive presence; the ability to inspire, motivate and excite various stakeholders.

- **Strategic Thinking and Execution:** Develops a strategy for the organization and translates this strategy into action, in the context of advocacy and service delivery. Is forward thinking, prepares for the future and proactively gains support and mobilizes others.
• **Business Acumen:** Demonstrates a keen business sense, able to identify revenue opportunities, manage expenses and oversee the allocation process such that funds go to the highest and best use to meet the organization’s mission. Uses sound judgment and logic in all decision-making.

• **Relationship Management:** Seeks and builds collaborative relationships with all stakeholders to engage, mobilize and advance the objectives of the YWCA. Fosters a strong and collaborative working relationship with the Board of Directors. Creates a culture of trust and respect; identifies and facilitates opportunities to develop new strategic relationships and networks. Able to develop collaborative relationships with all levels of government, while remaining non-partisan. Inclusive leader and team player; collegial, open to partnering with others.

Working closely with the Board, and the Board Chair in particular, the CEO will have the following key responsibilities:

**Key Responsibilities**

**Strategic Execution**

- In collaboration with Board and management, develop the strategic plan of the YWCA and lead execution of the strategic plan to achieve service and advocacy goals.
- Proactively seek out opportunities to maximize positive impact and respond to the changing needs of the community.
- Manage service priorities consistent with strategic and financial objectives and the changing needs of YWCA’s clients.
- Maintain a balance between short-term operating imperatives and long-term investment in capital, programs, and organizational infrastructure, and explore new opportunities for revenue generation.
- Report to the Board on organizational outcomes through the YWCA Balanced Scorecard Performance Measures framework and other mechanisms.

**External Relations**

- Represent and raise the profile of the YWCA at the local, provincial and national levels.
- Build the positive reputation of the YWCA by representing the organization as spokesperson, seeking out media opportunities, participating in community events and public speaking opportunities, and writing op-ed articles on subjects relevant to the YWCA.
- Lead and strengthen relationships with the community, government, corporate sector and other social service agencies in a non-partisan manner.
- Serve on select community-based committees and task groups where there is alignment with YWCA advocacy and strategic directions.
• Raise the profile of the YWCA as a leading organization that models a family friendly workplace culture, work/life balance and environmental sustainability.

• Foster positive relationships with the CEO of YWCA Canada and other YWCA Canada leaders and provide resources and assistance to YWCA Canada’s network of Member Associations upon request.

Advocacy

• Advance the YWCA’s advocacy strategies using a broad range of communications techniques, including social media campaigns, public event speaking engagements, media relations, etc.

• Integrate advocacy messages in YWCA materials, CEO speaking engagements and media opportunities.

• Monitor, identify and advocate for social justice issues relevant to women and children, including: focusing on the need for a long-term, sustained approach to building a universal system of high quality child care; build connections with local and national advocates to advance the Truth and Reconciliation Calls to Action, and promote broad understanding of the goals and benefits of Reconciliation.

• Continue to collaborate with YWCA Canada and others to enhance women’s safety and advance the full realization of women’s equality in the economy, the home, the workplace and public life.

Programming

• Provide leadership to program areas, administration and operations to ensure efficient and effective service delivery, which are in line with the strategic plan, are relevant to community needs and meet a high standard of quality.

• Ensure processes are in place to build awareness of the trends and issues that are influencing women’s equality on a local, national and international level.

• Assess opportunities for expansion in programs, services and geographies.

• Undertake new initiatives that are reasonable, achievable and sustainable, balanced against the financial constraints of the organization, and in accordance with the Strategic Plan.

• Explore new opportunities for housing development, consistent with the YWCA’s capacity to develop and operate such projects.

• Complete due diligence assessments and make recommendations to the Board for capital and program improvements.

• Review YWCA programs and internal and external communications to ensure that services reflect the diversity of YWCA’s clients and stakeholder population and that they meet the changing and diverse needs of the community.

• Ensure that program management processes are in place to address client needs/issues and ensure positive client relationships.
Financial Management

- Manage operations and capital programs to ensure that the highest level of service quality is maintained while operating, program and capital targets are achieved.
- Lead the development of a balanced, annual budget and present to the Board for approval.
- Support the revenue generating programs and services to achieve the budgeted revenue targets and ensure effective financial control through monitoring, regulating and revising of approved budgets and the annual audit.
- Undertake capital campaigns to raise funds for the development of new capital projects.
- Ensure development and implementation of approved policies regarding the investment portfolio.
- Ensure the long-term capital replacement strategy is continuously reviewed and updated based on best practices and ongoing changes to the assets within the capital portfolio.

Fund Development

- Support the organization’s fund development strategy by fostering existing, as well as building new, philanthropic relationships and stewarding key donors, sponsors, government funders and foundation leaders.
- Seek out and obtain monies from government departments, corporations and/or foundations and individuals that have funds for programs and services approved by the board.
- Anticipate and respond to emerging trends in volunteerism and philanthropy.

People Leadership and Human Resources

- Ensure a workplace environment that enhances the ability of employees to perform successfully. Support orientation, professional development and training initiatives to maximize the capacity of staff to fulfill responsibilities. Provide and ensure effective management and performance management systems are in place for all staff.
- Oversee recruitment and retention strategies to ensure that the YWCA is well positioned to compete in a competitive labour market, including strategies that reflect the value of a diverse workforce. Support initiatives that reflect the culture of the YWCA and help to engage employees.
- Ensure succession planning and leadership development strategies are in place for the management team, high potential employees and throughout the organization as appropriate.
- Provide support to the senior management team, as required, on the execution of their responsibilities and leadership development.
- Ensure a framework is in place to assess employee engagement and that strategies are in place to address any challenges.
• Ensure that the salary administration program remains relevant; that total compensation is commensurate with the employee’s experience and knowledge; and that total compensation recognizes internal and external equity.

• Continuously improve the risk management framework and practices based on best practice and practical experience. Build a culture of risk awareness through an ongoing program of staff education and training.

Volunteers

• Ensure a healthy and robust volunteer program at YWCA, consisting of recruitment, orientation, communication, training, feedback, recognition and placement of individual and group volunteers. Foster volunteers’ understanding of and commitment to the YWCA’s mission, goals and strategic initiatives.

Property Management

• Ensure the provision of a property management system that protects the assets of the YWCA. Ensure that necessary legal, security, health and fire requirements are met and that insurance and inventory provisions are adequate.

• Provide leadership on protecting the YWCA’s capital assets through building the capital replacement reserves, ongoing assessments of infrastructure, and that necessary capital improvements are executed.

Other

• Risk Management: Continuously improve the risk management framework and practices based on best practice and practical experience.

• Information Technology: Ensure information systems and technology adequately support YWCA’s operations and, as part of YWCA’s risk management framework, review data security protocols to identify any gaps, evaluate risks, and undertake corrective actions.

Qualifications Required for the Role of CEO

The successful candidate will be a leader with proven relevant executive leadership experience and a track record of growing dynamic, complex organizations. The CEO will be an innovative, strategic thinker with proven leadership, management, communication, fundraising, advocacy, and relationship-building skills. The CEO will have a deep understanding of the importance of good governance in a broad context to include, among other things, risk management, financial responsibility, donor confidence, and developing and managing strategic partnerships.

The ideal candidate will already have a strong working knowledge, or quickly grasp the essence and importance, of:
- Needs of women and families in a rapidly changing society.
- Diversity and complexity of the public policy, socio-economic, legislative environment, cultural, ethnic and political contexts within which women and families live.
- Truth and Reconciliation Commission: the important role YWCA can play by supporting these recommendations.
- Systemic barriers to equality of women.
- Existing and emerging service options for women and families.
- Utility of alliances and partnerships in responding to the diverse needs of women and families.
- Diverse and changing roles of the private, volunteer, government, and non-profit sectors in supporting advocacy, social change and services for women and families.
- Value and importance of the International YWCA network.
- Ways that men and boys can participate in achieving equality for women.

**Competencies & Skills**

In addition to those competencies and skills already outlined on Page 4, the following were deemed very important for the CEO’s success:

- **Organizational and Environmental Awareness:** Demonstrates a broad understanding of the social and economic context within which the YWCA operates, understanding and anticipating the potential trends of the political environment and the impact this might have on the organization. Always focused on what is in the best interest of the YWCA and the people it represents.
- **Self-Awareness and Resilience:** Demonstrates understanding of their own strengths, areas for development, what motivates, drives decision making and reactions under pressure / stress.
- **Influence and Persuasion:** Ability to influence and persuade others, through personal credibility, leadership, confidence and an understanding of other’s perspectives and interests. Has an ability to bring together people with differing perspectives in order to educate on advocacy issues and actively seeks out different perspectives to better understand critics.
- **Promoting Empowerment and Manage Execution:** Recognizes and utilizes the unique talents, valuable skills and positive qualities of employees to lead and execute.
- **Decision Making:** Addresses complex issues by analyzing and integrating information, considering risks, implications, detractors, and contradictory information to problem solve. Has an ability to comfortably make decisions in ambiguous situations or with incomplete information.
- **Change Leadership:** Positively mobilize others through managing, leading and enabling the process of change and transition while helping others deal with their effects. Creates a culture of continuous improvement that is welcomed and energizing.
Experience

- Approximately 15 years of relevant and progressively rising levels of executive leadership experience, gained within a non-profit OR industry setting, and a track record of effectively working with diverse stakeholders to forge the strategic plan for a dynamic, evolving organization and execute upon that plan.
- Demonstrated experience as a spokesperson with a wide range of audiences including the media, donors, senior government officials and broad community.
- Success in generating revenue employing multiple strategies, including social enterprises, fund raising and government funding, while managing the operating budget in a cost-constrained environment. Strong financial management experience.
- Demonstrated ability to think strategically regarding future trends and their long-term effect, while at the same time focusing on day-to-day operational issues.
- Demonstrated success in positively affecting organization dynamics through energetic leadership, strategic thinking, practical business acumen and analytical skills.

Education

- A Bachelor’s degree or equivalent is expected. An advanced degree will be considered an asset.

E. CONTACT INFORMATION

For further information regarding this opportunity, please contact:

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F. DISCLAIMER

This document is intended to provide background information on YWCA for the purpose of informing potential CEO candidates and does not provide binding legal representations or contractual obligations. The information contained herein may be subject to change.