

Leaders

INTERNATIONAL

Executive Search

VANCOUVER

EDMONTON

CALGARY

SASKATOON

WINNIPEG

TORONTO

OTTAWA

MONTREAL



OPPORTUNITY PROFILE

EXECUTIVE DIRECTOR

ABOUT REDI Enterprise Society

REDI (Rehabilitation and Employment for Developing Independence) Enterprise Society is a non-profit society which has served the community of Medicine Hat since 1952. REDI works with the community to provide opportunities and supports for a wide range of working and living experiences for persons with disabilities. REDI also contributes to a cleaner environment through their recycling services including a bottle depot and a paper shredding operation. The organization has approximately 200 employees and an operating budget in excess of \$10 million.

REDI serves individuals and families of individuals facing developmental, physical, social, economic, or political barriers.

REDI Enterprise's services are delivered through the following Divisions:

REDIworks

- Assists individuals with disabilities who have a desire to work and/or volunteer in the community.
- Supports meaningful involvement and personal development.

REDIlives & REDIconnects (community living and vocational services)

- Provides support to individuals to live as independently as possible in their homes.
- Supports individuals in shared community living arrangements.
- Provides supports to connect individuals with opportunities to participate as full members of community organizations, and to enjoy recreational, social and cultural activities and events.
- Supports to individuals with Fetal Alcohol Spectrum Disorder (FASD) and their families.
- Supports coordination of services for individuals who need supports to access available community resources.
- Supports to individuals under age 65, who live in long-term care facilities, to access community.
- Community education around issues relating to FASD.

Brain Injury Relearning Services (BIRS) and Alberta Brain Injury Network (ABIN)

- Rehabilitation and relearning of physical, cognitive, and daily living skills are achieved through individualized supports which promote self-help, self-esteem, self-awareness, social interaction, and community integration.
- Improves community awareness and knowledge relating to Brain Injury prevention and services available.
- Provides Support Coordination and Supports for Community Living through the Alberta Brain Injury Network.

REDIventures (commercial operations)

REDI Enterprises operates three commercial entities at the REDI Recycling Centre (22 FTE's) with a primary mandate of ensuring a steady stream of funding. These include:

- A Bottle Depot and e-waste recycling centre.
- Bus Bench advertising (in Partnership with Medicine Hat Transit).
- SHREDI, which includes secure document destruction, and commercial recycling pick-up services.

To learn more about REDI please visit www.redi.ca

HISTORY

REDI began their work at a time when society believed people with disabilities were a burden; when segregation and isolation were the norm. Since that time they have worked on many levels to redefine people with disabilities as equal and contributing partners of society. A society where they can live, work and enjoy life, in *a community where everyone belongs*.

REDI began with a first-of-its-kind sheltered workshop in 1955, supporting four individuals to operate their own businesses, and the organization has continued to be in the forefront of creating opportunities. Today, the Society has expanded its mandate and influence by creating partnerships and relationships with a host of community partners to create meaningful social, employment and volunteer opportunities for its clientele. These partners are the cornerstones of building a community where everyone belongs. In isolation, no one organization can create opportunities, or change attitudes: it is by partnering with the people and organizations of Medicine Hat that this is achieved.

REDI's social enterprises were established to serve unmet needs in the community and promote gainful employment for hard to employ individuals. Additionally, they generate supplemental income to enhance services to persons with disabilities.

THE POSITION

Reporting to the Chair of the Board of Directors, the Executive Director holds a key leadership position in the organization. Under the authority of the Board, the Executive Director assumes responsibility for carrying out assigned policies and regulations and overseeing the financial operations of all aspects of the agency. The Executive Director has the authority to direct the implementation of the organization's programs and services and is responsible for ensuring effective management of all staff members and volunteers. At this time, the Board operates under the Carver model of Governance.

KEY RESPONSIBILITIES:

- Provides overall leadership to the organization to ensure REDI continues to contribute significantly to the needs of their clientele and the community.

- Oversees the total operations of the society while implementing Board approved policy.
- Oversees complete financial operations of the agency and ensures fiscal integrity of the organization by working with the Board Finance-Audit-Risk Management Committee and the REDI Finance Manager; creates budget to serve identified agency needs, ensures adherence to the budget approved by the Board, and ensures compliance with the Charities Act requirements.
- Provides strategic oversight of staff recruitment and management, through delegation to and collaboration with the REDI Human Resources Manager.
- Ensures effective and efficient services are provided towards the achievement of strategic, organizational, and divisional goals and objectives through coordination, collaboration and oversight of all Division and Program Managers, including those of the social enterprise operations.
- Attends all Board meetings, and is invited to all Committee meeting, providing appropriate monitoring and reporting information and data as per the Board's requirements to aid the Board in making informed decisions as appropriate to the needs of the agency.
- Acts as a consultant to the Board and its committees to support the Board in meeting its responsibilities to the agency.
- Acts with integrity and caring to promote and ensure a positive workplace culture and maintenance of a high standard of care and performance by the agency and staff.
- Ensures excellence and innovative problem solving, by example and through supporting the management team and staff and promoting development of professional skills and knowledge.

KEY ACCOUNTABILITIES:

1. Policy Management

- In consultation with the management team, as appropriate, develops, establishes and administers policies that drive the day to day operations of the organization and ensures the safety of client's staff and all systems that support and ensure quality, effective, affordable services and manage/minimize risk to the agency.

- Administers the day-to-day operations of the organization.
- Recommends policies to the Board of Directors and/or assists the Board in the formulation of policies for the effective operation of the programs and the business of the society.
- Directs implementation of policies adopted by the Board.
- Supports and participates in Board development and Board committees as needed, while refraining from doing the work of the committees.

2. Strategic Planning

- Scans both internal and external environments, and consults with managers or key stakeholders/advisors, as appropriate, to identify emerging issues affecting the organization. This could include political, economic, sociological or technological issues that have an impact on the organization.
- Sets specific goals and outcomes, under the direction of the Board of Directors.
- Sets goals for management practices as well as setting program and service goals.
- Identifies the required resources to achieve the goals.
- Communicates with key stakeholders to identify the changing needs and conditions of the community that is served by the organization.
- Considers the impact of several alternative plans to address the changing conditions.

3. Visioning

In cooperation with the Board of Directors, the Executive Director:

- Participates in the creation and periodic review and revision of an organizational vision and mission.
- Develops and/or oversees the development of programs and services that work towards the vision and mission that are within the policy guidelines set by the Board.

4. Leadership

- Models a values-based leadership style that promotes a positive culture within the agency where staff, clients and stakeholders are treated with respect and openness, and have an opportunity to contribute in meaningful ways to the benefit of the clients and agency.

- Establishes and maintains a culture of collaboration, innovation, and standards of excellence to inspire/support effective services and leadership development within the agency.
- Creates opportunities for managers and/or staff to contribute to and/or lead initiatives that align with the agency mission and establish a system of staff recognition for both small and large contributions.
- Establishes a culture of helpfulness, where more experienced or skilled staff are encouraged and supported in helping others in building their own capacity/skills.
- Works in collaboration with Board, staff, and relevant community partners and groups, to accomplish objectives and to fulfill responsibilities.
- Encourages team building by facilitating open communication and positive working relationships with staff.
- Ensures appropriate interdepartmental cooperation and collaboration to ensure the success of each division and the agency as a whole.
- Establishes control and follow-up mechanisms for the organization.
- Assists with Board orientation of new members.
- Recommends to the Board relevant training and orientation for the mutual benefit.

5. Program and Service Management

- Facilitates the research, planning, development, implementation and evaluation of programs and services.
- Conducts appropriate feasibility assessment of new initiatives or systems to ensure or build agency readiness and capacity, and budget alignment prior to implementation.
- Ensures the programs and services meet the Board's policy guidelines, reflect the Board's priorities and meet the needs of the clientele.
- Ensures REDI Programs are of the highest quality and have a positive and real impact on the clientele.

6. Personnel Management

The Executive Director:

- Interprets Board policy decisions to staff.

According to the organization's staff reporting structure the Executive Director:

- Supervises, delegates, evaluates and motivates staff, with direct reports currently comprising 7 Division Managers and 2 additional staff.
- Sets clear, results-oriented goals with realistic and measurable outcomes, in collaboration with staff who report directly to the ED.
- Supports goal achievement, and coaches and monitors performance.
- Assists individuals in developing the necessary skills to be successful within the organization.
- Supports and encourages staff initiatives.
- Observes and evaluates ongoing performances.
- Provides regular, appropriate and constructive feedback.
- Facilitates/oversees the recruitment, selection, orientation and training of service volunteers.

7. Financial Management

- Implements the Board's policies for the allocation and distribution of resources.
- Works with the Finance Manager and Finance-Audit-Risk Management Committee of the Board to ensure adequate financial controls, statements, and risk mitigation options are in place.
- Administers the funds of the organization, according to the budget approved by the Board.
- Advocates to provincial funding authorities to secure adequate and appropriate funding for the organization.
- Demonstrates a good understanding of business and the triple bottom line by oversight of the social enterprises to ensure appropriate allocation of organizational resources, promote efficiency and enhanced quality of life for the core clientele.
- Identifies and establishes appropriate revenue streams, in consultation, and/or collaboration with the Board and management team, to ensure the fulfillment of the agency strategic plan and sustainability of the organization.

8. Risk Analysis

To keep the Board informed about the organization, the Executive Director provides evidence, prior to implementing substantial new programs or systems, of having completed the following process:

- Evaluates, in broad-based terms, the potential assets and liabilities of a project, proposal, or strategy.
- Assesses alignment of new projects with agency mission and strategic plan and the readiness and capacity of the organization to move forward.
- Makes sure that both risks and opportunities have been identified and evaluated.
- Assesses potential threats to the organization's image.
- Assesses risks to the organization's financial security and growth.
- Provides regular, reliable and comparable reports on the organization's progress.

9. Community Relations

- Promotes community awareness of the organization's mission and programs.
- Participates in networking and community relations activities on behalf of the organization and works with regional and professional bodies as well as other communities to improve services to persons with disabilities.
- Builds strong working relationships with others, both inside and outside the organization, and enlists their support for accomplishing tasks.
- Identifies and researches funding opportunities with consideration of agency values, partnerships and potential conflict of interests.
- Facilitates a communication plan that informs the community of the activities and direction of the organization.
- Seeks public speaking opportunities to promote REDI programs and services, and achievement of goals and objectives, and costs.

10. Community Leadership

- Takes a leadership role in the community regarding issues connected to REDI's mandate and clientele.
- Participates in various joint tables and initiatives as appropriate.

QUALIFICATIONS

- Preferred ten years' experience in a management and leadership capacity.
- Relevant degree/diploma in Management, Business, Accounting or Social or Health Services.

- Experience in the not for profit sector and/or involvement in the community service field in some capacity, as well as experience and knowledge relating the challenges experienced by persons with disabilities in their efforts to live, work and enjoy life in a community where everyone belongs.
- Knowledge of business operations, not for profit board and committee development, and human resource management. Experience working with social enterprises is a strong asset.

KEY SUCCESS FACTORS

- **Leadership Skills** - Leads by example with a hands-on style. Demonstrated ability to build and motivate a team and be accessible and flexible. Consultative and collaborative, with a willingness to learn and seek advice from others, but the strength to make the final decision.
- **Interpersonal and Communication Skills** - Has an open, honest and consistent approach to working with others. Ability to communicate effectively at all levels, both informally and formally. Is an active listener and has excellent presentation and collaboration skills. Seeks out and values others' input and expertise when appropriate.
- **Personal Management Skills** - Demonstrates high degree of professionalism and ethics, self-confidence, perseverance and integrity. Effective time manager with the ability to prioritize and stay focused. Has an intrinsic motivation to achieve results. Sound judgement.
- **Financial Acumen** - Demonstrates ability to oversee and understand all aspects of the financial management of the service and social enterprise operations of the agency, and an ability to ensure fiscal integrity and accountability and maintain charitable status requirements.
- **Committed to Personal Excellence** - Will possess a strong business sense and entrepreneurial flair. Understands organizational challenges and is a “progressive idea person” committed to excellence and innovation. Commitment to deliver and monitor for a high quality and standard of services. Self-

motivated and encourages others to achieve personal excellence.

- **Sound Judgment** - The ability to act quickly and decisively, using sound judgment, and is prone to action rather than reaction. Guided in actions by solid business instincts, strong values and ethics and sound judgment that come from experience. The candidate must be committed to the organization and have complete confidence in his or her ability to become a respected and trusted member of the Executive management team.
- **Compassionate and Caring** – Understands, appreciates and values the importance of the vision, mission and values of the agency and staff where all people are valued and treated with respect, creating an atmosphere of caring, community and family, and contributing to a positive culture and effective work environment.

COMPENSATION

An attractive compensation package is provided and will be discussed in a personal interview.

FOR INFORMATION: PLEASE CONTACT

Allan Nelson or Heather Fookes
Leaders International Executive Search
530, 1000 – 7 Avenue SW
Calgary, AB T2P 5L5
Phone: (403) 263-0600
Email: calgary@leadersinternational.com
www.leadersinternational.com

