

## HUMAN RESOURCES POLICIES AND PROCEDURES

### POSITION DESCRIPTION: CHIEF EXECUTIVE OFFICER

#### SECTION ONE: POSITION TITLE, REPORTING AND STATUS

Position Title: Chief Executive Officer	
Reports to: Board of Directors	Direct Reports: Director of Operations and Director of Childcare Programs
Job Status: Full Time	Hours of Work: 37.5 per week
Effective Date: January 13, 2020	Revision Date: April 2023

#### SECTION TWO: POSITION SUMMARY

The Chief Executive Officer is responsible for providing successful leadership and management to the organization serving within the strategic directions established by the Board of Directors. The Chief Executive Officer inspires an environment of excellence and risk management. The Chief Executive Officer is directly accountable for the effective and efficient utilization of human, financial, information and physical resources of the organization. The Chief Executive Officer is a resource to the Board of Directors.

#### SECTION THREE: DUTIES AND RESPONSIBILITIES

The key responsibilities of the Chief Executive Officer comprise of the following:

##### 3.1 Resource to the Board of Directors

- (i) report to the Board of Directors on the progress of the organization in achieving stated outcomes by providing a written and verbal report at board meetings and at the Annual General Meeting;
- (ii) assist the board and its committees through the provision of reliable and timely information;
- (iii) prepare background information as required by the Board of Directors related to strategic planning, formulating/revising governance policy, monitoring performance and ensuring financial stability and viability;
- (iv) inform the Board of Directors of relevant local, provincial and federal government directions and/or community trends that will influence the overall performance of the organization;
- (v) facilitate the planning and organization of board meetings;
- (vi) facilitate the preparation and distribution of minutes and reports following board meetings in preparation for the next meeting; and
- (vii) act as a non-voting Secretary of the Board of Directors, if appointed, and carry out responsibilities for this position that are specified in the By-laws of the Corporation.

##### 3.2 Compliance with Legislation, Regulations and Organizational Policies and Procedures

- (i) ensure compliance with applicable legislation and regulations pertaining to the government funded transfer payment and non-profit corporations;
- (ii) ensure that monitoring processes are in place to respond to applicable requirements specified in legislation, regulation, funder contractual agreements and the policies and procedures of the organization; and
- (iii) inform the Board of Directors of any areas of non-compliance with legislation, regulations, contractual obligations and/or organizational policies and procedures.

## HUMAN RESOURCES POLICIES AND PROCEDURES

### **3.3 Risk Management**

- (i) inform the Board of Directors of situations that could create potential risk and liabilities for Umbrella Family and Child Centres of Hamilton
- (ii) implement a risk management plan articulated by the Board of Directors; and
- (iii) ensure and maintain appropriate insurance policies and coverage to adequately protect the human, information, physical and financial resources of the organization.

### **3.4 Operational Management**

- (i) develop and implement an annual operational management plan that supports the strategic directions for the organization as stated by the Board of Directors;
- (ii) oversee and direct the day-to-day operations of Umbrella Family and Child Centres of Hamilton in accordance with applicable legislation, organizational management policies and procedures and contractual obligations and funder expectations;
- (iii) ensure that management policies and procedures are comprehensive, current and reflect best practice and that employees and volunteers have proper orientation and training to be informed of these guidelines;
- (iv) develop and implement an organizational design that enables the organization to function effectively and efficiently to achieve its mission, mandate and strategic directions;
- (v) chair management team meetings; and
- (vi) develop and recommend to the Board of Directors a succession plan in the event of planned and unplanned absences of the Chief Executive Officer.

### **3.5 Management Priorities and Outcomes**

- (i) determine in collaboration with the management team the priorities and outcomes for the service delivery, finance, human resources and information components of the organization within the context of the strategic plan approved by the Board of Directors and any other applicable stated expectations;
- (ii) monitor and evaluate the results achieved by the organization against specified outcomes/indicators of success (as they are determined) in the areas of service delivery, finance, human resources, information and operations; and
- (iii) identify to the Board of Directors any variances in performance from established outcomes and articulate the corrective action taken.

### **3.6 Service Delivery Management**

- (i) ensure that programs and services of Umbrella Family and Child Centres of Hamilton reflect the values of the organization articulated by the Board of Directors;
- (ii) define indicators of success for the programs and services delivered by Umbrella Family and Child Centres of Hamilton, and facilitate the achievement of these outcomes;
- (iii) evaluate programs and services delivered by Umbrella Family and Child Centres of Hamilton in a systematic manner based on defined indicators of success/ performance outcomes and quality indicators;
- (iv) monitor the overall performance of Umbrella Family and Child Centres of Hamilton to ensure they meet standards and expectations of funder(s); and
- (v) work in a collegial relationship with applicable community partners.

### **3.7 Human Resources Management**

- (i) design an organizational framework and define job functions;
- (ii) manage performance of directly supervised management and administrative staff;

## HUMAN RESOURCES POLICIES AND PROCEDURES

- (iii) provide professional guidance to directly supervised management and administrative staff in the resolution of concerns and issues;
- (iv) promote a positive, fair and learning environment within the organization;
- (v) review and revise job descriptions of the management team to reflect responsibilities, authority and accountability;
- (vi) ensure that confidential employee files of the directly supervised management and administrative staff are maintained with up-to-date information;
- (vii) conduct probationary and annual job performance evaluations of directly supervised management and administrative staff;
- (viii) ensure a process is in place that responds to workplace harassment and unethical conduct complaints from employees and volunteers in an effective and timely manner;
- (ix) provide oversight to ensure that the appropriate employee recruitment, selection, orientation, development processes are implemented;
- (x) ensure employee, volunteer and placement student complaints are responded to in an effective and timely manner;
- (xi) ensure that employee, volunteers and placement students are informed of the Whistle Blower policy and procedures of the organization;
- (xii) implement disciplinary action for directly supervised management and administrative staff according to the policies and procedures of the organization; and
- (xiii) approve the termination of any employee of the organization, when required.

### **3.8 Financial Management**

- (i) direct the preparation of an annual operating budget and capital budget, if applicable, and submit these for approval by the Board of Directors in accordance with legislative requirements and regulations of the applicable funder(s);
- (ii) authorize funding expenditures within the approved budget(s);
- (iii) monitor the financial stability and viability of the organization including any identified variances/issues and report to the Board of Directors on a monthly basis;
- (iv) monitor and control expenditures to ensure fiscal viability without compromising fundamental mandates; and
- (v) ensure internal controls are in place to minimize financial risk for the organization.

### **3.9 Information Management**

- (i) ensure appropriate protocols are in place to ensure that personal information of people served, employees and volunteers is protected and safeguarded according to applicable privacy legislation, regulations and best practices;
- (ii) ensure that all components of the information management system (hardware, software and people) work cohesively towards the achievement of the information needs of the organization;
- (iii) provide oversight on the overall quality and accuracy of the information systems; and
- (iv) plan and recommend areas of growth with respect to the information management system within available resources.

### **3.10 Health and Safety**

- (i) ensure that health and safety policies, procedures and processes are well defined;
- (ii) develop and implement a process to monitor health and safety in the organization to ensure legislative and regulatory obligations are being met; and
- (iii) work collaboratively with the Joint Health and Safety Committee (20 or more employees).

## HUMAN RESOURCES POLICIES AND PROCEDURES

### **3.11 Physical Facilities Management**

- (i) ensure the physical facilities are managed effectively and efficiently to minimize risk to people served, staff, volunteers and visitors; and
- (ii) ensure that appropriate and safe working conditions exist to enable staff to carry out their duties.

### **3.12 Communications Management**

- (i) act as the primary spokesperson for the organization in dealing directly with the media as per board policy, and maintain a sound working relationship with the media using every opportunity afforded to bring the services programs offered by the agency to the public's attention in a positive and proactive manner;
- (ii) maintain regular communications with the people served, employees, volunteers and community partners; and
- (iii) implement Crisis Communications Plan, as required.

### **3.13 Community Relations Management**

- (i) develop and maintain a positive and effective working relationship with the primary funder(s) of Umbrella Family and Child Centres of Hamilton;
- (ii) build partnerships with any applicable provincial associations and sector/community partners; and

### **3.14 Representation of the Organization**

- (i) represent Umbrella Family and Child Centres of Hamilton in meetings with funder(s) and provide any other representation that may be required from time to time; and
- (ii) ensure Umbrella Family and Child Centres of Hamilton is represented at collaborative initiatives designed to improve the responsiveness of the health and community service system(s).

### **3.15 Professional Development**

- (i) participate in a performance evaluation process conducted by the Board of Directors and follow up on any stated actions and/or goals; and
- (ii) attend professional development opportunities recommended by the Board of Directors to enhance overall management knowledge and/or performance.

## **SECTION FOUR: AUTHORITY**

The Board of Directors delegates authority to the Chief Executive Officer to:

- (i) provide leadership and manage the organization within the established board policy;
- (ii) manage the resources of the organization in an effective and efficient manner; and
- (iii) interpret and implement the policies and procedures of the organization.

## **SECTION FIVE: ACCOUNTABILITY**

The Chief Executive Officer is accountable to the Board of Directors to:

- (i) exercise leadership and develop an organization that is capable of adapting to the changing needs of the client and communities served by the organization;
- (ii) ensure that legislation, regulations, contractual obligations and the policies and procedures of the organization are not violated;

## HUMAN RESOURCES POLICIES AND PROCEDURES

- (iii) ensure that programs and services are delivered within the approved budget and that resources are allocated wisely;
- (iv) ensure that the employees, volunteers and placement students of the organization have the proper support, supervision, orientation and training to carry out their responsibilities;
- (v) ensure a safe, healthy and productive work environment;
- (vi) maintain a harmonious working relationship with employees and volunteers;
- (vii) provide reliable and timely information to support the decision-making processes of the organization;
- (viii) develop and maintain a positive working relationship with community organizations and applicable funder(s);
- (ix) ensure that the organization is perceived by the community in a positive manner; and
- (x) minimize the financial and legal liabilities of the organization.

### **SECTION SIX: QUALIFICATIONS**

The minimum qualifications for the Chief Executive Officer are as follows:

#### **6.1 Education, Professional Designation and Certification Requirements**

- (i) University Degree in a related field.

#### **6.2 Experience, Knowledge and Skill Requirements**

- (i) five (5) years or more of senior management leadership experience;
- (ii) three (3) years' experience in the field of childcare, community and/or human services;
- (iii) experience in working with a non-profit Board of Directors;
- (iv) knowledge of applicable legislation, regulations, public policy and transfer payment accountability expectations;
- (v) knowledge and skill to provide professional expertise and guidance to employees and volunteers;
- (vi) excellent written and verbal communication skills;
- (vii) effective and well-developed interpersonal skills;
- (viii) requisite computer literacy level to manage the organization;
- (ix) experience in program planning, development and evaluation;
- (x) confident and consistent decision-making skills;
- (xi) resourcefulness and flexibility to meet the needs of the organization and the demands of the position;
- (xii) ability to work independently and as a team member to achieve outcomes and meet deadlines; and
- (xiii) ability to balance demands and priorities and to manage effectively.

#### **6.3 Competencies and Judgment**

- (i) manage in an ever-changing political landscape and evolving public policy environment;
- (ii) use professional judgment on a daily basis;
- (iii) handle emergencies, crises and hostile behavior;
- (iv) maintain control in difficult and frustrating situations;
- (v) accommodate competing demands;
- (vi) communicate orally and in writing to people served, colleagues, funders and the general public;
- (vii) make effective group presentations; and

## HUMAN RESOURCES POLICIES AND PROCEDURES

- (viii) maintain confidentiality.

### **SECTION SEVEN: MAJOR CONTACTS**

The Chief Executive Officer will maintain regular contact with the following:

- (i) Board of Directors;
- (ii) directly supervised management and administrative staff;
- (iii) applicable funder(s); and
- (iv) community partner organizations.

### **SECTION EIGHT: WORKING CONDITIONS**

The working conditions for the Chief Executive Officer are as follows:

- (i) work is generally performed in office and community settings;
- (ii) work hours are flexible; and
- (iii) work involves regular driving assignments.

### **SECTION NINE: EMPLOYMENT CONDITIONS**

Specific employment conditions of the Chief Executive Officer include the following:

- (i) Satisfactory Police Reference Check for the Vulnerable Sector; and
- (ii) A Valid Ontario Driver's License, Insurance and Reliable Transportation.

*This job profile provides an overview of the minimum requirements of the position and does not include all of the duties inherent, included or associated with the job or with the performance of the job. The Leadership Team reserves the right to make changes to the job profile as it sees fit to meet the needs of the organization.*