



POSITION BRIEF



DIRECTOR, PEOPLE AND CULTURE



BGC OTTAWA

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FOR MORE INFORMATION

KCI (Ketchum Canada Inc.) has been retained to conduct this search on behalf of BGC Ottawa. For more information about this leadership opportunity, please contact Mona Ip, Senior Search Consultant, KCI Search + Talent by email at BGCottawa@kci talent.com

To apply, please send a resume and letter of interest, to the email address listed above; all inquiries and applications will be held in strict confidence. **Please note that the application submission deadline is October 31; however, interested candidates are encouraged to submit their resume and letter of interest early as applications may be considered on a rolling basis and candidates could be invited to interview before the deadline.**

Please note that the salary range for this position is \$85,000-\$100,000 with an attractive and comprehensive benefits package.

BGC Ottawa is strongly committed to diversity within its community and welcomes applications from racialized persons/persons of colour, Indigenous People of North America and the world, persons with disabilities, 2SLGBTQIA+ persons, and those who may contribute to the further diversification of ideas.

We are committed to providing equitable opportunities in employment and to providing a workplace which is free from discrimination and harassment. Accommodations are available on request for candidates taking part in all aspects of the selection process.

*Director, People and Culture

THE OPPORTUNITY



BGC Ottawa (BGCO) is seeking a versatile and tenacious Director, People and Culture to join our energetic senior management team. An experienced HR generalist with a proven record of leading and delivering all aspects of HR programs with dedication and passion, the new Director will be responsible for overall management and development of all aspects of human resources for our rapidly growing organization.

With the 2022 opening of our new clubhouse, BCGO continues to be one of the best performing clubs in Canada.

Acting as the talent expert across BGCO, the Director, People and Culture will support the organization's expansion from its current 200 staff to 500 total (full-time and part-time employees) over the next five years, shaping the performance and development systems for all staff and designing and supporting talent frameworks including performance management, succession planning and workforce/human resource planning.

Reporting directly to the Chief Financial Officer, this role will guide and manage Human Resources and Payroll practices and objectives to provide an employee-oriented high performance culture emphasizing quality, productivity, goal attainment and empowerment. The Director will also develop processes and reporting metrics that support the achievement of BGCO's goals and will supervise two direct reports responsible for Payroll and general HR functions. Working closely with the Payroll/HR team and colleagues, the new Director will ensure all HR and payroll duties are undertaken in accordance with employment law and company policy, ensuring any risk to the organization is minimized.

As BGCO strides onward with the 2019-2024 strategic plan, this important senior management position will also help strengthen Equity and Anti-Black Racism policies and practices, a key priority for the organization.

The new Director, People and Culture will be based at BCGO's Ron Kolbus clubhouse in Ottawa.

**Candidates with less experience may be considered for the same role at an Associate Director-level.*

ABOUT BGC OTTAWA

Formerly the Boys and Girls Club of Ottawa, BGC Ottawa (BGCO) has been helping children and youth across our city for nearly 100 years. With more than 100,000 visits per year, the BGCO provides a safe space during the most vulnerable hours of the day, and FREE access to life-changing programs in four key programming pillars.



Education, Physical Activity and Healthy Lifestyle, Leadership and Social Skills, and Creative Arts programs are purposefully designed to drive personal development. The BGCO also runs **Camp Smitty** to ensure that every child has the opportunity to experience summer camp.

See our [website](#) to learn more!

OUR PROGRAMMING PILLARS



Education



Creative Arts



Physical Activity and Healthy Lifestyle



Leadership and Social Skills



1,463 Homework Club Members

471 ABC Learn To Read Members



1100+ Pillar visits

444 Art Now Members



9,500+ Pillar visits

9570 Physical Activity visits



81 Youth Leaders in 2020 Cohort Leaders "4" Life Torch Club Raise the Grade

Afterschool and weekend hours are a critical time for youth. That time can represent either an opportunity to learn and grow or be a time of risk to youth's health and safety. Experts agree that after-school programs offer a healthy and positive alternative. They keep kids safe, improve academics and help relieve the stresses on today's working families. They can serve as important intervention strategies for youth. Since the pandemic began, the BGCO's nimble team shifted focus quickly and developed and launched our Virtual Clubhouse to ensure we remain connected to members, even when clubhouse doors are closed.

At BGCO, we dream of a community where every child is given the opportunity to succeed in life and experience a brighter future regardless of race, creed, social or economic status.

Quick Facts

- Established in 1923, the BGCO has been offering innovative youth programs to generations of Ottawa residents
- The BGCO provides after-school, weekend and summer programs for kids aged 6 to 18
- The BGCO operates out of seven locations in Ottawa plus one summer camp
- Each year approximately 4,500 children and youth visit the BGCO
- Membership and programs are completely FREE
- In 2018, the BGCO saw more than 100,000 visits. From those visits, Members attended more than 250,000 programs and activities across our pillars
- In 2018, 900 volunteers donated 30,000 hours

BGCO Mission Statement:

To provide a safe and supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships and develop confidence and skills for life.

BGCO Vision Statement:

All children and youth discover and achieve their dreams and grow up to be healthy, successful, and active participants in society.

19 NEIGHBOURHOODS, 4500 CHILDREN AND YOUTH



OUR VALUES:



belonging

We welcome everyone in a safe, accepting environment based on belonging and positive relationships



respect

We ensure that everyone—children, youth, families, volunteers, staff—is heard, valued, and treated fairly



encouragement

We encourage and support every child and youth to play, learn, and grow to achieve their dreams



speaking out

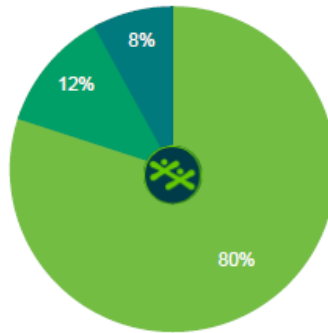
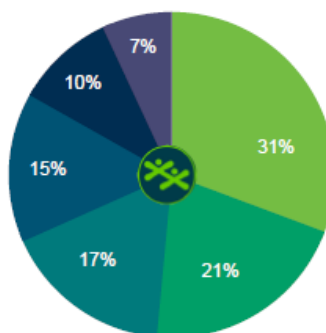
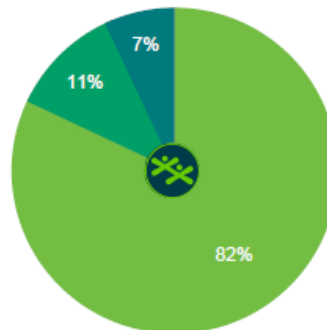
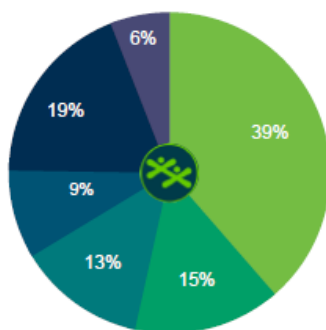
We speak out for children, youth, and families so that we can make our world better



working together

We work together with young people, families, volunteers, our communities, and government

FINANCIAL SUMMARY



- Fundraising
- Events
- Province of Ontario
- Other**
- City of Ottawa
- United Way

- Program Delivery
- Fundraising
- Administration

Statement of Operations

(\$000's)	2021	2020	2019
Revenue	\$ 7,194	\$ 5,920	\$ 6,236
Expenditures	\$ 6,825	\$ 5,217	\$ 5,823
Revenue less Expenditures	\$ 369	\$ 703	\$ 413
Depreciation	\$ 454	\$ 462	\$ 372
Surplus (Deficit)	\$ (85)	\$ 241	\$ 41

For more detailed information, please refer to our [2021 Annual Report](#).

MEASURING SUCCESS

BGC Ottawa has developed an evidence-based evaluation framework to ensure quality programming reaches all of its members.

Programming decisions are evaluated on the following eight Developmental Assets:

- Support Empowerment
- Boundaries and Expectations
- Social Competence
- Positive Identity
- Constructive Use of Time
- Positive Values
- Commitment to Learning

Club members, including members of specific programs such as PAL and Homework Club, are surveyed regularly to ensure they are receiving the most effective and efficient support.

VISITS BY PROGRAMMING PILLAR



THE IDEAL CANDIDATE

The Director, People and Culture will be a seasoned and innovative Human Resources leader who will originate and champion organizational strategies in human resources and payroll services. Driven and resourceful, the ideal candidate will take initiative and work autonomously with enthusiasm, yet also demonstrate a collaborative, “team first” orientation, to build and strengthen relationships with internal employees, strategic partners and other external parties/organizations.

Vibrant and authentic, the new Director will be strongly committed to equity, with knowledge of and experience in implementing promising approaches to EDI. The successful candidate will introduce new ideas to improve employee engagement, and will exhibit discretion, confidentiality and objectivity at all times, including when resolving conflict or when dealing with competing priorities. Forward thinking and customer focused, the new incumbent will confidently improve performance by controlling costs and ensuring compliance, and auditing and monitoring the quality of outputs and delivery against specified metrics, protocols or procedures.

The new Director will be adept with HR Information Systems and stay abreast of employment and human rights laws to ably support and influence all constituents, including Directors across the organization. Highly dedicated and strategically aware, the ideal candidate will coach the management team on all people leadership matters, to develop and implement human resources and continuous improvement strategies and initiatives aligned to BCGO priorities and objectives.

Acting as the Talent Expert across the organization, this important role will lead recruitment and selection, including designing and delivering coaching/mentoring, learning and development and talent management programmes appropriate to the needs of employees and the organization. An excellent communicator, the selected candidate will create and deliver presentations to colleagues at all levels.

Flexible and hard working, the successful candidate will have exceptional planning and organizational skills to manage numerous projects and multiple tasks and deadlines. The new incumbent will also be a problem solver, navigating deftly within budget and resource constraints. With change management experience, the Director, People and Culture will be a key contributor to organizational transformation and growth.

Although previous exposure working for a not-for-profit organization is not essential, passion for BCGO’s mission and knowledge of the philanthropic sector for talent is a must.

KEY DUTIES AND RESPONSIBILITIES

Overall HR Management and Leadership:

- Lead overall HR function including recruitment and selection policy/practices, discipline, grievance, mentoring, salary and conditions, contracts, payroll, training and development, talent management, succession planning, driving performance appraisals and other HR related issues.
- Develop and implement HR and People strategies aligned to BCGO’s objectives, including providing insight and recommendations on HR initiatives that can be leveraged to strengthen results e.g., leadership/development programs.
- Assist and advise managers/leaders on HR policy, practice, procedure and issues, as well as on all people leadership matters and organizational change and transformation, including acting as the staff lead on the Board’s HR Committee.

- As part of the senior management team, establish strong relationships and regular touchpoints with other management team members to be able to challenge and coach in a high-performance environment.
- Liaise with Senior Leaders and Managers to understand their HR requirements and ensure they are fully informed of the corporate HR strategy.
- Advise and support Senior Leaders by maintaining a full understanding of how each division is running and what is happening at all levels.
- Lead and/or partner with the management team to project manage organizational and procedural changes as required.
- Implement changes according to EDI/ABR workplan and work with in-house and external EDI/ABR specialists to continually evolve anti-oppression learnings and improve practices and procedures.
- Develop and implement continuous improvement programs (e.g., changes to working practices, organizational change, “business excellence” or Lean management approaches).

Talent Management:

- Design, support and continually improve the organization’s talent frameworks, tools and resources for talent planning, performance management and employee development.
- Lead the work to regularly review talent management processes including performance/potential management, resource planning and succession planning across all areas of the organization.
- Work with senior managers to uncover talent implications and/or any significant gaps to meet long-term objectives and create a long-term workforce plan that prioritizes people-related initiatives.

Recruitment:

- Manage all recruitment needs for the organization, including implementing and continually developing robust and equitable recruitment strategies and processes.
- Oversee day-to-day management of the recruitment process, including reviewing job descriptions, website advertising, sharing postings with local community groups and networks, updating organizational resource plan, sifting and selection of CV’s, attending interviews and selecting candidates.
- Create and continually improve offer letters and contracts of employment, whilst managing the timely distribution of such documents.
- Manage the collation of references and security clearance as relevant to each role.
- Ensure all relevant ID, Police checks, certificates and employee documents are received on or before 1st day of employment.
- Support proper on-boarding of employees, including appropriate and timely provision of tools (e.g., computers, phones, etc.).

Training:

- Establish and maintain appropriate systems for identifying, planning, delivering, and measuring learning and development.
- Manage a training plan that details required training that is delivered within the agreed/specific timescales and ensure outcomes are appropriately measured and reported on.
- Liaise with the finance department to ensure control of training and development expenditure within agreed budgets.
- Liaise with other managers to understand all necessary aspects of their learning and development needs, and to ensure they are fully informed of corporate learning and development objectives.
- Develop succession plan and ensure training is aligned to support the plan.
- Develop training and communications materials to support learning and development needs.

- Ensure training activities meet and integrate with organization's strategies and policies.
- Write and deliver training to continue personal development of Line Managers.
- Manage the organization and delivery of induction / orientation sessions, including writing and delivering the presentations.
- Prepare and maintain Training Matrix and share the information organization-wide.
- Design behavioural and competency-based framework and Learning Programs corresponding to each job level across the organization.

Employee Relations:

- Build a workplace environment/culture for staff to feel safe and included, and act as an impassioned advocate for staff.
- Provide a confidential, safe and non-judgmental audience for all staff concerns, including discrimination related to EDI/ABR or microaggressions.
- Highlight and help resolve any issues/challenges/employee relations within the office.
- Facilitate as a mediator when required to try and resolve employee grievances.
- Deliver and report on the annual employee engagement survey to ensure feedback from employees is collated and interpreted correctly to help improve employee engagement.
- Manage long service rewards and ensure employees are notified of qualifying rewards in a timely and accurate manner.
- Use effective people skills to always ensure good relationships with all employees.
- Ensure compliance and risk mitigation from a people and culture perspective for the organization.

General HR operations and functions:

- Develop and implement the HR planning of the department and produce accurate HR reports monthly to provide accurate information to the Chief Financial Officer.
- Keep up to date with HR legislation by researching and attending necessary events, before providing suitable interpretation to Senior Leaders and Managers.
- Monitor, measure and report on HR issues, opportunities and development plans and achievements within agreed formats and timeframes.
- Manage and develop a small HR and Payroll department of two direct reports (with possible additions as the organization grows), ensuring quality services and advice are provided across the organization and managers are trained to deliver best practices in human resources and management.
- Manage paperwork and meticulous diary-keeping for all workloads associated with the HR and Payroll departments, ensuring compliance to all policies and legislation, with the express intent of demonstrating that to auditors and all other relevant constituents alike.
- Represent the organization in a positive manner.
- Support fellow managers in any meetings as required.
- Establish and maintain appropriate systems for measuring HR metrics that support the achievement of organizational goals, necessary aspects of HR and training and development.
- Update the organization's server / shared drive with timely, relevant forms, policies, and procedures to ensure accessibility for employees at all times.

QUALIFICATIONS AND COMPETENCIES

- CHRP/CHRL qualification and/or equivalent experience.
- Up to date knowledge of employment and human rights legislation.
- Ability to originate and lead organizational strategies in HR.
- Experience in developing HR and Payroll policies and procedures to ensure legal compliance.
- Ability to write (as necessary and appropriate), plan and direct the development and maintenance of training programs for all levels of staff.
- Knowledge and experience of introducing new ideas to improve employee engagement, belonging and safety.
- Ability to write and deliver creative, imaginative presentations to colleagues at all levels.
- Experience in talent management, succession planning and development.
- Valid driver's licence and use of a car for occasional local transport.
- Flexible working hours.
- Excellent IT skills: PowerPoint, Teams, Word, Outlook, Excel and Internet browsers.

Desirable

- Experience in working with not-for Profits
- Knowledge of work-based learning.
- Bilingual in French would be an asset.

BIOGRAPHIES

Adam Joiner, Chief Executive Officer



Adam is a seasoned senior leader with almost two decades of experience creating programs to serve children and youth in Ottawa better. After multiple leadership roles, Adam became the CEO of the BGC Ottawa in May 2020. Managing a large, complex service organization and navigating positive change in a pandemic, has been a vital part of Adam's first-year mandate as CEO. As a leader, Adam is a connector with a deep background in government relations and working collaboratively with multiple local partner agencies and stakeholders. As a BGC alumni, he knows first-hand how BGC programming changes lives. Adam visited his first clubhouse at the age of nine and has since lived a lifelong passion and deep commitment to working with youth. He has served on multiple committees, as a Member of the Board of Directors for BGC Canada, and advisor for BGC of Ontario Provincial Youth Conference. Adam holds a Diploma in Social Service Work from Algonquin College, where he offers strategic counsel on the program. Adam is the proud father of three children, all of which are members of the Club.

Glenna Courneya, Chief Financial Officer



Glenna joined the BGC Ottawa team in 2019 because she believes in a life of purpose and service. Her colleagues would say she is not the typical CFO; her scope of work includes financial and accounting oversight and high-level strategic management of infrastructure, technology, and business systems. On any given day, Glenna will also be working passionately on sub-committees in support of Anti-Racism and wellness initiatives for members, families, and staff.

One of Glenna's core values is fairness. Her large family shaped her beliefs and the experience of raising two wonderful sons on her own. She works diligently every day to support the mission of the BGC Ottawa, which provides life-changing opportunities for thousands of children and youth, helping families thrive in the process.

Glenna holds a Chartered Professional Accountant designation and a Bachelor of Accounting degree from the University of Calgary. Glenna has significant executive experience in many non-profit and large governmental organizations.

BOARD OF DIRECTORS

Stephen Beckta – Chair

Meredithe Rechan – Vice Chair

Michael Wilson – Treasurer

Blaine Fitzgerald – Director

Brittany Forsyth-Wilson – Director

Derek Noble – Director

Jock Climie – Director

Judi Shum-Mousseau - Director

Mark Groper – Director

Michael Tshimanga – Director

Michelle Taggart – Director

Michelle Ward – Director

Robyn Osgood – Director

Stacey-Ann Morris – Director

ORGANIZATIONAL CHART

