

## Executive Director

### Children's Aid Society of London & Middlesex | London, Ontario

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#### ABOUT THE CHILDREN'S AID SOCIETY OF LONDON & MIDDLESEX

The Children's Aid Society of London & Middlesex (CASLM) provides services to vulnerable children and families in Middlesex County, Ontario, Canada. Accountable to the community, our mission is to ensure that all children thrive in a safe, stable, and loving family. It is the mission of CASLM to increase the well-being of children and youth through an effective, dynamic, and child-centred organization.

#### ABOUT THE ROLE

CASLM is seeking an exceptional leader who will work collaboratively with the Board of Directors and the staff team to lead the vision, strategy and execution of programs, services, and operations essential to a growing and diverse community. Reporting to the Board of Directors, the **Executive Director** is accountable for the effective, equitable, and efficient operation of the organization. With a focus on the future, the Executive Director provides dynamic and responsive leadership, management, and direction to the CASLM ensuring service excellence and financial prudence. This position advises and assists the Board of Directors in setting strategic objectives and monitoring organizational outcomes. Policy directives and strategic initiatives are implemented by the Executive Director on behalf of the Board of Directors. The Executive Director will successfully lead, manage, and inspire a high-performance team of directors, COO, and CFO, enabling and empowering these individuals to achieve their strategic and community-related accountabilities. The Executive Director will also seek, develop, and nurture key partnerships in the London and Middlesex community. They will support and nurture relationships with key funders and granting agencies that can continue to strengthen the long-term sustainability of the organization. As an ambassador for the organization, the Executive Director will have an influential presence in London-Middlesex and at municipal, provincial, and national levels.

#### AREAS OF FOCUS

##### Community Development:

- Actively seek, develop, and foster trust-based and collaborative partnerships with external partners and agencies, particularly focused also in the areas of Truth and Reconciliation, First Nations, Inuit, and Métis (FNIM), equity, and diverse communities and organizations in our community.
- Create strong, high-impact relationships with partners and community agencies across London and Middlesex and at a provincial level through networking, collaboration, and information sharing.
- Identify opportunities for CASLM to partner and lead innovative initiatives. Take a leadership role in managing these initiatives.

##### Efficient and Effective Operations:

- Initiate, lead, and execute the development and implementation of all aspects of CASLM service delivery and Strategic Plan.
- Direct the development and delivery of an integrated suite of services and programs for children, youth, and families.

**Planning and Change Management:**

- Successfully guide the organization through the change management process, ensuring a balance between stability and innovation.
- Implement, manage, and successfully sustain and nurture services and the associated annual Business Plan and Annual Budget based on a strategic understanding of client needs, operational opportunities and threats, operational issues, and effective resource allocation.
- Collaborate with key internal partners to develop service and quality objectives, budgets, communication plans, programming, operational process strategies, and training programs and to implement new programs, services, and quality initiatives.

**Board and Governance:**

- Collaborate with and provide appropriate levels of timely, relevant, and beneficial information to the CASLM Board of Directors in order to assist the Board in its governance role.
- Establish, evaluate, and monitor service delivery cost and risk control procedures and compliance with those procedures.
- Inform the Board about services, personnel, finance, and administration of the organization.
- Act as the link between the Board and staff, ensuring effective and formal communication and transfer of information among Board members and staff.

**Leadership and High Performance:**

- Model the way for employees through personal example and a dedication to action, results, and service excellence.
- Work in collaboration with the executive leadership team, as well as supervisors, to develop strategies that will meet the needs of the service model.
- Leverage performance of the organization through the development of the skills and competencies of the senior management team.
- Celebrate CASLM department/team accomplishments and organizational successes by taking opportunities to express positive expectations of others and support the implementation of employee recognition and rewards programs.

**Relationship Management:**

- Facilitate concise, accurate, two-way, and timely communication of all corporate information between departments and key internal and external stakeholders.
- Identify opportunities to demonstrate CASLM's service assets and commitment to excellence to key funders.
- Lead and/or participate in external cross-functional strategic project teams to lend skills, competence and service or program knowledge and to demonstrate CASLM's commitment to community involvement.
- Build and maintain a positive rapport with the media. Maximize positive news coverage of CASLM and ensure the production and distribution of professional news releases and the availability of trained spokespersons that are appropriate to speak on behalf of CASLM.

**Financial Management:**

- On an annual basis, facilitate the business planning and budgets for the key activity areas and manage the budgets accordingly throughout the year.
- Lead the budget planning and forecasting process and provide support to the directors in developing departmental plans. Ensure the budget is tracked, maintained, and managed in a proactive manner.
- Conduct regular reviews of performance against the objectives of the organization and monitor financial performance to ensure adherence to established budgets. Manage variances between actual and projections.
- Monitor the overall financial position of the CASLM and identify and rectify areas of concern, ensuring such information is shared with the Board in a timely manner
- Collaborate with the CFO to continually evaluate the return on investment (ROI) of all related CASLM activities within the departments and adjust accordingly. Make recommendations regarding agency activities based on ROI analysis.
- Develop and maintain a cooperative and collaborative relationship with the funder, recognizing that advocacy on behalf of the CASLM will be required from time to time.

**Strategy and Accountability:**

- Guide the transition of newly developed strategies/priorities into the execution phase.
- Facilitate annual business planning activities to support the development and communication of clear organizational priorities, initiatives, and associated measures of performance.
- Analyze business performance, child welfare best practices and trends, in addition to London and Middlesex trends, existing or new legislative requirements, and their impact on service and operations.
- Initiate special studies and market and sector research pertaining to the future of CASLM.
- Engage with members of the corporate executive leadership team to obtain and analyze activity and performance data/information to inform strategic decision-making.
- Participate in OACAS consultations with a view to aligning the Society with provincial advocacy, strategies, and initiatives (i.e. funding formula/legislative reviews).

## EDUCATION AND QUALIFICATIONS

- Master's Degree in Social Work highly desirable.
- Post-secondary degree, diploma, or certificate in business administration/management or related area preferred.
- 10 of years senior management experience with high-performance teams in a progressive setting.
- A proven ability to structure and maintain an environment in line with organizational and community values and to gain support, commitment, and actions toward organizational goals and objectives.
- Solid knowledge base specific to child welfare and/or the provision of services in a not-for-profit setting.

## LEADERSHIP SKILLS

The Executive Director will demonstrate the following core competencies: optimistic and inspirational; child and family-focused; collaborative leader; high-impact communicator; equitable and anti-oppressive director; continuous improvement and innovation; solution-focused and action-oriented.

The Executive Director will possess exemplary leadership skills including the ability to:

- Clearly communicate professional, strategic, and operational standards, values, expectations, and priorities.
- Build trust, facilitate relationships, and engage others in meaningful and collaborative partnerships.
- Direct, monitor, and evaluate the implementation of policies, procedures and programs aligned to ensure service excellence and results specific to the key performance indicators for child welfare and the CASLM strategic plan.
- Thrive at a strategic level. The incumbent must be a conceptual thinker and a master at developing and implementing strategies that will contribute to CASLM's success.

## DIVERSITY AND ACCOMMODATION

CASLM delivers services grounded in anti-racist and anti-oppressive service principles. We are committed to having a workforce that is reflective of the diversity of the community and strongly encourage applications from all qualified individuals, especially those who can provide different perspectives and contribute to the further diversification of ideas. We are committed to a selection process and work environment that is inclusive and barrier-free. Accommodation will be provided in accordance with the Ontario Human Rights Code. Applicants need to make any accommodation requests for the interview or selection process known in advance by contacting Kelly Cline at [kcline@feldmandaxon.com](mailto:kcline@feldmandaxon.com). We will work together with the hiring committee to arrange reasonable and appropriate accommodations for the selection process which will enable you to be assessed in a fair and equitable manner.

## HOW TO APPLY

To apply to this exciting role, email a cover letter and resume to:

Kelly Cline, Consultant, Feldman Daxon Partners

45 St. Clair Avenue West, Suite 700, Toronto, Ontario M4V 1K9

E: [kcline@feldmandaxon.com](mailto:kcline@feldmandaxon.com) | T: 416-515-7600 x255

### About Feldman Daxon Partners

Feldman Daxon Partners is Canada's longest-standing national provider of executive search, career transition, and coaching/leadership development services. For 30 years, we have been at the forefront of innovation in human resources consulting by integrating these three services. Our Executive Search practice has been locating top talent for senior executive and managerial positions on a retainer-fee basis since our firm was founded in 1991. Our unwavering set of core values and dedication to client service has allowed us to build and maintain relationships with hundreds of clients in virtually every market sector, and across Canada. Regular communication, high-quality candidate shortlists, industry knowledge, judgment, and expediency in our retainer search services are all reasons Canada's leading companies choose to partner with the professionals at Feldman Daxon.