



JOB DESCRIPTION EXECUTIVE DIRECTOR HAVEN FOUNDATION

The Haven is a residential learning centre, located on Gabriola Island, BC, Canada, dedicated to personal and professional development. Since 1983, The Haven has grown its curriculum to provide over 150 programs, using facilitated group experience to foster self-responsible relational living. Founded by Bennet Wong and Jock McKeen, Haven Foundation is a federally registered educational charity in Canada and the US, with an international partner program in China. The purpose of Haven Foundation is to ensure that The Haven remains vital and sustainable for generations to come.

The Executive Director (ED) is responsible for the successful leadership and management of The Haven, working closely with the Board of Directors of Haven Foundation. The ED is the public face of the organization and is responsible for overseeing strategy, financial performance, educational programs and administration. Key duties include fundraising, marketing, community outreach, and implementation of the Facilities Masterplan. The position reports directly to the Board of Directors.

This is a complex and demanding position, requiring a wide range of competencies, as outlined below.

Professional Qualifications:

- A bachelor's degree or equivalent qualification.
- Experience of working in close collaboration with a volunteer board, preferably one using the Policy Governance model created by John Carver.
- Senior management experience in a nonprofit organization or educational institution.
- Proven track record of successful implementation of fundraising strategies and managing donor and other strategic relationships.
- Understands and has experienced the work of The Haven.

Competencies:

The Executive Director should demonstrate all of the following competencies (listed alphabetically, not in order of importance):

Competency & Definition	Level
<p>Achievement</p> <p>Having the sustained energy and determination in the face of obstacles to set and meet challenging targets, in compliance with quality and time standards, and delivering the required business results.</p>	<p>ASSESSES AND TAKES RISKS TO MAKE SIGNIFICANT GAINS.</p> <p>Makes decisions through weighing up the cost-benefit and risk implications. Acts entrepreneurially to make performance gains. Engages in this process with conscious reference to the core organizational values of direct, honest communication, integrity, personal responsibility, and respect through valuing differences and through consideration of others.</p>
<p>Analytical Thinking</p> <p>Bringing disciplined analysis to data and situations, to see cause and effect and to use this to make effective decisions.</p>	<p>DOES COMPLEX ANALYSES</p> <p>Undertakes complex analysis and traces performance implications through complex data, or in dealing with complex situations. Applies analytical tools or techniques to analyze a range of data.</p>

<p>Customer Service Orientation</p> <p>The willingness and ability to give priority to internal and external customers, delivering high quality services which meet their needs.</p>	<p>SERVES LONG TERM INTERESTS</p> <p>Always works closely with participants, staff, educational contractors and others, developing an independent view of their needs and acting in their long-term interest.</p>
<p>Entrepreneurship</p> <p>The ability to formulate new ideas or to adapt or use existing ideas in a new or unexpected way to solve problems, and to think ahead to spot or create opportunities and maximize them.</p>	<p>CREATES OPPORTUNITIES & ACTS FOR THE LONG TERM</p> <p>Sees and acts on longer-term opportunities and problems. Formulates completely new and 'off the wall' ideas and concepts, which create a potential opportunity, and uses innovative approaches to allow them to be realized. These may address underlying needs that have not yet been identified by customers.</p>
<p>Ethical behaviour and integrity</p> <p>An understanding of ethical behaviour and business practices. Actions are consistent with what one says is important.</p>	<p>'WALKS THE TALK'</p> <p>Ensures that behaviour of self and others is consistent with ethical standards and aligns with the values of The Haven. 'Walking the talk' by communicating intentions, ideas and feelings openly and directly and welcoming openness and honesty even in difficult situations.</p>
<p>Flexibility</p> <p>The ability to adapt to and work with a variety of situations, individuals and groups. Being able to think on your feet, and not being disconcerted or stopped by the unexpected.</p>	<p>MAKES ORGANIZATIONAL CHANGE</p> <p>Changes the overall plan, goal or project to fit the situation. Creates and supports flexibility by introducing procedures which ensure quick turnaround and encourage flexibility in others.</p>
<p>Holding people accountable</p> <p>The ability to be totally clear with others about what has to be achieved, to what standard, by when, within what budget, and then make clear their accountability for delivery.</p>	<p>ADDRESSES LONGER TERM ISSUES</p> <p>Addresses longer term performance problems. Clearly states consequences. Provides guidance and support as well as challenge and constructive criticism.</p>
<p>Leading and developing others</p> <p>Leading, encouraging, inspiring and supporting others to develop confidence and capability to help them realize their full potential.</p>	<p>GAINS COMMITMENT & INSPIRES OTHERS TO ACHIEVE</p> <p>Communicates and gains team commitment to a vision of what is to be achieved. Delegates fully and creates opportunities which help others to develop their potential. Identifies inequalities of opportunity within the workplace and takes steps to address them. Inspires and empowers others to overcome difficulties and achieve goals. Nurtures strong team identity and pride.</p>
<p>Professional confidence</p> <p>A justified belief in one's ability to do the job, providing an opinion or advice when necessary and being prepared to take a decisive course of action.</p>	<p>PREPARED TO CHALLENGE AND TAKE RISKS</p> <p>Speaks out for a course of action even when others disagree. Takes significant personal or professional risks to accomplish important goals. Challenges others with respect.</p>

<p>Relationship Building for influence</p> <p>Building bonds with others and using these to persuade, convince or gain support in order to achieve positive outcomes for The Haven.</p>	<p>EXTENDS NETWORKS & USES INDIRECT INFLUENCE</p> <p>Identifies and builds relationships with those who will be useful now and in the future in achieving The Haven’s strategic plan. Actively ‘lobbies’ and wins support behind the scenes. Assembles and sustains coalitions to get support and influence others.</p>
<p>Self awareness</p> <p>An understanding of emotions and ‘triggers’ and how they impact on behaviour and/or the behaviour of others. Understanding strengths and limitations.</p>	<p>MANAGES EMOTIONS</p> <p>Uses coping mechanisms to deal with difficult or emotional situations over time. Sets up support structures to manage stress levels on a proactive basis. Understands the need to be strong and positive in the face of adversity but also recognizes areas of one’s own weaknesses and when to seek guidance and support.</p>
<p>Team working</p> <p>Working co-operatively, across organizational boundaries to achieve shared goals.</p>	<p>CREATES TEAM WORKING</p> <p>Creates new opportunities for individuals to work together, breaking down barriers that may get in the way of effective team working. Challenges others to do the same. Is a model of co-operative behaviour. Commits time and resources to team-based projects.</p>

Key Responsibility Areas

The ED is the sole employee of the Haven Foundation board, which in 2014 adopted the Policy Governance model created by John Carver (<http://www.carvergovernance.com/index.html>). In accordance with Policy Governance, the ED is required to demonstrate compliance with the Board’s Ends and policies, which include the following areas:

1. Global ED Constraint
2. Temporary ED Succession
3. Treatment of Owners, Participants, Consumers
4. Treatment of Staff
5. Treatment of Educational Contractors
6. Financial Planning and Budgeting
7. Financial Conditions and Activities
8. Asset Protection
9. Compensation and Benefits
10. Communication with and Support for the Board
11. Charitable Status
12. Federal and Provincial Educational Bylaws Compliance
13. Facilities

In addition to demonstrating compliance with the Board’s Ends and Policies, the role of the ED includes:

Fundraising and Donor Relations

The ED is responsible for developing a fundraising strategy that supports The Haven’s Facilities Masterplan, educational objectives and organizational growth. In addition, the ED is responsible for overseeing, implementing and coordinating a comprehensive donor relations system that appropriately and consistently promotes interaction with and recognition of donors at all levels.

The ED must sustain positive and mutually-rewarding relations between Haven Foundation and its donors and other sources of unearned income (including sponsorships, grants, in-kind donations, partnerships etc.) by:

- Determining the best strategies for the effective stewardship of individual and corporate donors and other sources of unearned income.
- Maintaining ongoing and active networking with individual donors.
- Creating a strong fundraising message that appeals to potential donors.
- Conduct effective fundraising strategies
- Ensuring that all legal reporting requirements are satisfied

Operational and program planning and management

The ED:

- Develops an operational plan which incorporates goals and objectives that work towards the strategic direction of The Haven.
- Identifies the required resources to achieve the goals and objectives of the operational plan.
- Oversees the efficient and effective day-to-day operation of The Haven.
- Works towards increased participation on all Haven programs in accordance with the long-term vision of The Haven.
- Ensures that the programs and other services offered by The Haven contribute to The Haven's mission and reflect the Board Ends.

Human resources planning and management

The ED:

- Identifies situations where specific staffing requirements would be most appropriately accomplished by retaining the services of a consultant and, as required, locates and retains such services.
- Supports and encourages staff initiatives which are consistent with The Haven's goals.
- Manages the relationship with Faculty and Assistants in a mutually-beneficial way, through such activities as:
 - Maintaining a close working relationship with educational teams, such as the Education Steering Group (ESG), the Core Plus group of faculty and assistants and the Faculty and Assistants Working Group (FAWG);
 - Communicating decisions and expectations to Faculty;
 - Maintaining a close, supportive and collegial communication environment that fosters mutual creativity.

Community relations/advocacy

The ED:

- Acts as a spokesperson and representative for The Haven.
- Communicates with stakeholders to keep them informed of the work of The Haven and to identify changes in the community served by The Haven.
- Participates in networking and community relations on behalf of The Haven.
- Builds strong working relationships and collaborative arrangements with others, both inside and outside The Haven and enlists their support for accomplishing tasks.
- Works with key external stakeholder groups.

How is Success Measured?

The Board of Directors is responsible for evaluating the performance of the ED, according to its Board/ED Relationship policies. The Board holds the ED personally accountable for Haven Foundation's organizational performance. The organization's performance is disclosed by a monitoring system that, on a continuing basis, provides the board with applicable data.

General

Applications close at 6pm Pacific Time, Friday March 31 2017

Salary range: CAD\$75,000 – CAD\$85,000. In addition, Haven employees receive a very generous benefit package.

For more information about life on Gabriola Island, go to: gabriolaisland.org