



# **ONTARIO ASSOCIATION OF CHIEFS OF POLICE (OACP)**

## **Recruitment Briefing Package**

**For**

**Executive Director**

**January 2024**

## Table of Contents

About the OACP.....	3
Location .....	4
Position Profile: Executive Director.....	5
Deliverables .....	8
Qualifications.....	8
Core Competencies .....	9
Compensation and Benefits .....	12
Ideal Candidate Profile .....	13
Application Process .....	13
Application Process and Key Dates .....	14

## About the OACP

During the 1930s, Ontario Police chiefs realized that the then existing standards in policing were inadequate to meet the demands of a modern society. The challenge of new technology to law enforcement brought policing standards of the day into sharper focus. Police chiefs in Ontario had an active role in the Chief Constables' Association of Canada since its inception in 1905. However, that national association was not meeting the specific needs of provincial police chiefs.

The Police Association of Ontario, formed in 1933, complemented the Chief Constables' Association of Canada in presenting public demands to the Ontario government. In 1944, the Police Association of Ontario's perspective started to change. There was more emphasis placed on police rights and working conditions, as opposed to emphasizing the structure of the police service. By 1951, Ontario Police chiefs, identifying a need to re-establish themselves as a recognized police interest group on a provincial level, founded the Chief Constables' Association of Ontario.

This Association gradually evolved, opening membership to senior officers and police managers. The Association's influence was a significant factor in the establishment of the Ontario Police College in 1963, an initiative that enhanced the organization's prestige and growth. A formal name change to the Ontario Association of Chiefs of Police (OACP) was adopted in 1965.

In 1992, the OACP hired its first Executive Director, and established a corporate headquarters. Also in 1992, the Association's Constitution was revised to give the OPP and Toronto their own representation on the Board of Directors. In 1998, the OACP was licensed to deliver the Constable Selection System (CSS) in partnership with the Ministry of Solicitor General, a selection tool now widely used to improve the quality of candidates for the position of constable in Ontario's Police Services. Recognizing the need for Executive Training, the OACP in cooperation with the Ontario Police College, conducted a police executive 'Training Needs Assessment' in 2000. This was followed by the launch of a competency-based executive development "Police Leadership Program" (PLP) with the Joseph L. Rotman School of Management (University of Toronto) in April 2001. The PLP continues to be offered to identify leaders within police services. In 2003, the OACP committed to fostering closer partnerships with government decision-makers to address growing concerns over legislative impacts on the effectiveness of policing in Ontario - this remains a high priority for OACP.

The OACP has more than 1,200 members and represents the RCMP, the OPP, First Nations, and Municipal Police Services. Members are divided into six categories: Active, Honorary, Life, Associate, Associate Retired and Affiliate. The Association's members maintain a global perspective by going beyond provincial issues to address national and international concerns.

### Values

#### *Fundamental principles and beliefs*

- Trust
- Transparency
- Collaboration

- Professionalism
- Diversity
- Being the voice of policing

## **Vision**

*Our desired future*

"Building excellence in police leadership for safer communities."

## **Mission**

*Our distinctive identity and core purpose*

"We are professional police leaders who advocate to influence decision makers, anticipate and manage issues, and provide and develop leadership to enhance community safety in Ontario."

## **Location**

The OACP offices are located at the Toronto Police Service Headquarters at 40 College Street, Suite 605 in Toronto, ON. The OACP works largely remotely but there will be a requirement to work in the office based on demands of specific tasks. Additionally, there is a requirement to be able and available to work at events sites across the Province.

## **Position Profile: Executive Director**

The Executive Director is accountable for the efficient and effective business operations of the organization, and for developing, recommending, and implementing, upon Board approval, strategies, business plans, and policies for the organization.

### **Key Outcomes**

- Ensures that the mission, goals, strategies, plans, and programs of the organization are clearly defined and adhered to.
- As directed, ensures the appropriate development of organization policies, plans, budgets, and strategies to provide quality and timely support to the Board of Directors.
- Maximize revenue streams, create new revenue opportunities, and carry out cost-benefit analyses, including risk assessments to ensure the financial stability of the organization.
- Ensure the development and on-going maintenance of effective communications both within the organization and with various external stakeholders, to advance and enhance awareness, understanding, and support of the organization's mission, goals, strategies, services, and performance.
- Directs the effective utilization and administration of the organization's human, financial, information, and physical resources to meet its mission, goals, strategies, and plans.
- Provides leadership and manages human resources according to authorized policies and procedures and legislative requirements.
- Ensures that the organization carries out its operational responsibilities in accordance with any contractual obligations.
- Create a welcoming and inclusive workplace that promotes and values equity, diversity, and inclusion in all facets of the organization.
- Oversees the design, marketing, promotion, delivery, and quality of programs and services.
- As requested, represents the organization to the community, corporations, other organizations, and the media.
- Promotes and develops partnerships to support the organization's strategic direction.
- Establishes advisory groups to receive advice on operational matters that affect the delivery of programs and services for members.
- Collaborates effectively with governments, agencies, and other organizations to develop and deliver the organization's programs.

### **Related Responsibilities**

#### **Organizational**

- Ensures that the organization as a whole, as well as its component parts, functions effectively, and in accordance with its principles and values.
- Ensures a participatory, team approach to planning and program delivery.
- Promotes collaboration with, and among, the association's Zones to address the needs of members and the plans of the association.

- Represents OACP as delegated by the Board of Directors, to government officials, agencies, politicians, national, and other organizations, communities, and the media.
- Ensures that OACP contract staff and volunteers participate in, and benefit from, both in-house and off-site professional development activities as appropriate.
- Ensures the strengths of the organization are built upon; the weaknesses identified and corrected; the successes celebrated.
- Serves as a non-voting ex officio member of all committees and task forces established by, and accountable to, the Board of Directors.

## **Operational Support**

### ***Board Administration and Support***

- Provides timely and relevant management reports and policy recommendations to the Board of Directors on all aspects of the organization.
- Attends Board of Directors meetings and committee meetings, and assists with agenda development, minutes, and other support as required.
- Provides leadership in the development of strategic and business plans and reports on progress as required.

### ***Financial***

- Ensures that preparation and presentation of the organization's budgetary and planning requirements are carried out, including adequate systems to ensure full accountability, budget compliance, and regular reports for the organization's human and monetary resources.
- Oversees the financial management system, implements, and monitors internal financial controls, and provides timely financial reporting to the Board of Directors.
- Maximizes revenue streams and promotes revenue-generation opportunities.
- Ensures that present and proposed undertakings of the OACP are adequately funded and supported through cost-benefit analysis, including risk assessments, to ensure the financial stability of the organization.
- Ensures the necessary operational systems are in place and working effectively and advises the Board of Directors of recommendations for change as appropriate.

### ***Human Resources***

- Manages the association management support contract in consultation with the Risk Management Committee of the Executive.
- Creates an inclusive, welcoming and healthy organization that is respectful of the diversity of individuals and that is free from harassment and discrimination.
- Ensures effective orientation and training for all contract staff.
- Provides supervision, support, and guidance in both individual and group professional development for staff.
- Ensures that procedures for conflict resolution are implemented.
- Ensures association management support staff are regularly informed regarding Board activities and decisions.
- Ensures adequate association management support staffing for program and service needs in consultation with the Risk Management Committee / Board of Directors, and contractors.
- Actively participates with the Risk Management Committee / Board of Directors in a performance appraisal process for this position.
- Ensures that annual performance reviews are completed for OACP staff members.

- Holds regular OACP staff and management meetings.

### ***Legal***

- Ensures that financial, statistical, and corporate records are maintained according to applicable legislation.
- Represents the Board of Directors in all dealings with association management support contract staff and ensure compliance with both the spirit and the letter of all applicable legislation, including employment standards and human rights legislation.

### ***Programs and Services***

- Actively works to understand member needs and supports the development of strong relations between the OACP and the membership.
- Provides effective leadership, creativity, and stability to the Boards, staff, and organization.
- Provides creative, strategic leadership in program development, management, and delivery.
- Oversees the design, marketing, promotion, delivery, and quality of programs and services.
- Ensures supportive and dynamic working relationships with other OACP affiliates and the maintenance of a strong provincial organization.
- Provides effective leadership in the area of advocacy with senior government officials and elected politicians.
- Ensures collaboration and partnerships with appropriate community, government, and corporate partners.
- Ensures that appropriate information systems are in place for accountability and regular communication with the Board, staff, and key partners.

### **Accountability**

The Executive Director, by way of contract, is directly accountable to the Board of Directors and not to individual members of the Board for:

- Administration / Programs: the effective and efficient administration and operation of the organization and approved programs and services.
- Personnel: the direct supervision of all contract association management support staff
- Financial and Material: approving and recommending to the Board the organization's annual budget requirements and revenues. Accountable for the overall administration and control of the organization's annual approved budget, including personal approval of expenditures as determined by organizational policy.

### **Contacts**

The Executive Director will maintain regular internal contacts, to provide leadership and direction, and to obtain input and guidance, with:

- All members of the Boards of Directors.
- Committees.
- All organization's contracted staff.
- Volunteers, as required.

The Executive Director will maintain regular external contacts to represent the organization, share expertise, contribute to and negotiate new contracts and services, and discuss new policies and directions, with the following:

- Related agencies, governments, and organizations.
- Suppliers.
- Partners.
- Other organizations specified by the Board of Directors from time to time.

## **Deliverables**

*In addition to the day-to-day responsibilities associated with the role, the following key deliverables for the Executive Director have been identified for the first year in the role.*

1. Work with current Executive Director Jeff McGuire for transition purposes prior to, during and after OACP Annual General Meeting (1 month - June).
2. Familiarization with the OACP's business operations, position roles & responsibilities and committees.
3. Meet with Board members, staff, and contract staff in the first six (6) months and provide the Board with an assessment of any issues that have been identified and an action plan to address them.
4. Reach out to government and other sector partners for introduction in order to establish relationships.
5. Working with the Board, guide the development of the new strategic plan for the OACP by the end of 2024.
6. Initiate the development of an equity, diversity, and inclusion strategy for the OACP that aligns with other initiatives for the organization.

## **Qualifications**

### **Education:**

- ✓ A university degree in a relevant field of study such as business, finance, administration or equivalent.
- ✓ A Canadian Society of Association Executives (CSAE) designation would be considered an asset

### **Experience:**

- ✓ Experience working in one or more of the following areas is required:
  - a senior role in a not-for-profit or with a provincial association
  - senior level role within the police sector
  - progressive senior management experience in a private sector organization with responsibility for financial management, revenue generation, and other internal operations
- ✓ Demonstrated ability to accept increasingly progressive responsibilities
- ✓ Proven leadership abilities and the ability to inspire, build relationships with all levels of government, partners, staff, and members
- ✓ Experience in coordinating and planning conferences and events including Program Development, Sponsorship acquisition and logistics is an asset



**Knowledge, skills and abilities:**

- ✓ Financial acumen including budget development and monitoring of expenditures in Ontario
- ✓ Consensus building capabilities to establish effective relationships with multiple stakeholders
- ✓ Strong planning, organizational, interpersonal and communication skills

**Language:**

- ✓ Strong communication skills in English is required
- ✓ Ability to communicate in French would be considered an asset

## **Core Competencies**

***Business Orientation***

- Develops plans and takes action with a view to developing programs and services that will provide maximum value to members.
- Develops and implements services that are perceived as good value.
- Always maintains accountability, responsibility, and control for the organization's fiscal goals.
- Demonstrates visible action and support of strategic activities, such as commitment of resources and development of new initiatives.

***Leadership***

- Motivates and inspires self, and others to take action to achieve desired outcomes.
- Surrounds self with the best people, develops a team which can provide complimentary skills and talents.
- Champions and supports a workplace that values equity, diversity, and inclusion.
- Takes decisive action when required.
- Takes appropriate risks when required.
- Engages members, Directors, and staff in expressing feelings and conflict to build a climate of trust.
- Involves people in discussions, planning, and implementation.
- Generates excitement and enthusiasm for the organization.
- Able to speak publicly on behalf of the Board as well as make decision on complex sensitive issues in an impartial manner while balancing multiple competing interests.
- Proven critical thinking skills and extensive experience in designing and implementing change and achieving performance objectives.

***Strategic Thinking***

- Thinks beyond the current situation to anticipate changes that may affect the future of the organization and its members.
- Analyzes external changes by carefully monitoring social, marketplace, and economic trends which could affect the future.
- Thinks proactively to determine needs and identifies strategies.

- Creates a plan to achieve strategic outcomes.
- Aligns the team's goals with the strategic direction of the organization.
- Makes rapid transitions between strategic and tactical thinking in order to achieve short-term and long-term outcomes.
- Effectively communicates the strategy to the team.

### ***Planning and Organizing***

- Establishes a clearly defined and effective course of action for self and others, to accomplish short- and long-term work goals
- Manages own time in order to concentrate efforts on priority projects.
- Allocates capital and expense budgets according to needed priorities.
- Thinks "outside the box" and is not bound by rigid plans
- Ensures that key plans and strategies are realistic and achieves the organization's strategic outcomes.

### ***Communication***

- Communicates in a thorough, clear, and timely manner, and supports information-sharing and goal achievement across the organization.
- Listens attentively to comprehend both the factual content of a message and the feeling being expressed.
- Takes care not to make assumptions about the message being received, based on the sender's title, position, gender, ethnic background, or race.
- Fosters trust through open dialogue.
- Uses good group facilitation techniques to ensure that others correctly understand and interpret the message.
- Writes succinctly and clearly. Get ideas across in writing, effectively.
- Uses a variety of communication techniques, such as audio / visual and computer technology to effectively deliver messages when speaking publicly.

### ***Conceptual Thinking***

- Thinks decisively and communicates abstract concepts effectively, so that they are understood by others.
- Makes rapid transition between strategic and tactical thinking.
- Thinks beyond current mental models to shift organizational thinking.
- Conceptualizes what is not in current practice and clearly articulates the future directions of the organization.
- Implements a plan of action to achieve strategic outcomes.

### ***Conflict Resolution***

- Facilitates appropriate and timely solutions
- Probes to understand the real issues and underlying concerns

- Displays understanding of individual needs and listens attentively to expressed concern.
- Assesses the conflict situation and exercises good judgment in recommending solutions.
- Negotiates with individuals for mutually agreeable terms, where appropriate.
- Takes appropriate action in a timely manner.
- Follows up on conflict situations where required.

### ***Relationship Building and Collaboration***

- Builds positive interactions, both internally and externally, to achieve work-related goals.
- Gives and gets energy from bringing people together to lead and achieve.
- Works proactively to develop positive relations with members and external partners
- Listens attentively and communicates effectively to create an open communications environment among peers and participants.
- Is able to influence individuals in the desired direction and handles conflict effectively.
- Uses humour, when appropriate, to diffuse conflict and develop positive relationships.
- Invests time and energy in promoting individual and personal growth.
- Shares resources and information with colleagues and partners.
- Goes out of their way to assist colleagues to achieve their individual and organizational goals.

### ***Results-Oriented***

- The ability to manage and lead to achieve and exceed identified goals.
- Establishes a yearly plan to create achievements in keeping with the overall mission and strategic plan.
- Identifies the roles, goals, and responsibilities of individuals and teams in the achievement of results.
- Establishes clear measures and benchmarks for success.
- Creates a monitoring system to ensure results are achieved and exceeded.
- Solicits feedback from members, Directors, and partners on the achievement of results.

### ***Self-Management***

- Works independently within prescribed parameters, can discern the relevance of issues and communicates them effectively to their supervisor.
- Works independently with minimal supervision and is disciplined in setting priorities and outcomes.
- Accomplishes critical tasks despite organizational obstacles, time pressures, role ambiguity, or limited resources.
- Identifies and assesses difficult situations and can discern the level of guidance and resources required to resolve them.
- Seeks guidance from peers and supervisor when appropriate.
- Deals with the stresses of the job and uses coping techniques effectively.
- Understands personal shortcomings and has a strategy for managing and improving them.

## Compensation and Benefits

This is provided as a general overview of the compensation and benefits for this role.

Salary Range: \$160,000 – \$170,000 (the role is based on a three (3) year contract)

Vacation: 4 weeks to start

Group RRSP: company matching up to 2% of earnings

Comprehensive Group Benefit Plan: including EAP, out of country travel and a \$1,000 annual health trust spending account in lieu of dental and optometry

Other:

- Mileage/Expense Allowance for OACP business travel (CRA rates at \$0.70/km)
- Association(s) memberships to: International Association of Chiefs of Police (IACP), Canadian Association of Chiefs of Police (CACP) and Canadian Society of Association Executives (CSAE)
- Cell Phone, laptop

## Ideal Candidate Profile

As the ideal candidate, you have demonstrated progressive experience in a senior role in a not-for-profit, provincial association, police sector or private sector. You have proven skills in financial management, building and supporting high functioning teams, developing, and sustaining strategic partnerships, sponsorship, and program management. You are a results oriented leader who is highly valued for your business orientation, governance knowledge, proficiency in planning and organizing, program development and evaluation, relationship building and collaboration, and policy development. You must be an excellent communicator and have the ability to work well with a Board comprised of senior leaders to provide sound advice on issues of relevance to policing. You are able to effectively represent the OACP at all levels of government, with politicians, external stakeholders, outside agencies, and companies and to other provincial and/or national police organizations and to the media. An understanding of current issues facing the policing community is an asset.

Key requirements include:

In addition to the qualifications, skills and competencies outlined in the job profile, the successful candidate must be able to complete a satisfactory reference check including verifications of employment and credentials. A completion of a satisfactory Police Records Check is also a condition of employment.

## Application Process

The selection process is being led by a Selection Committee of the Board of Directors of the OACP. The Selection Committee is being supported by staff and an external Human Resources Specialist. The following sets out the steps in the search process if you are interested in this opportunity.

1. **Announcing Your Wish to be considered.** If you wish to be considered for this position, please forward a cover letter along with your resume to: OACP, c/o Christine Roy, Human Resources Consultant at [christine@hrsolutionsottawa.com](mailto:christine@hrsolutionsottawa.com). Your application and personal information will be kept in the strictest confidence. **Closing time/date for applications is 16:00 on February 22<sup>nd</sup>, 2024.**

\*Please note that we will acknowledge receipt of your application, however you will not hear anything during the period of initial screening. Your earliest contact will be after the Selection Committee has reviewed all applications.

2. **Preparation of Long List.** Once all resumes are received, they will be reviewed and compared to the job profile, skills, and competencies and against the backgrounds of other applicants. At this stage, a phone screening interview may be conducted to help us further understand more about your background. The list of candidates will be reviewed with the Selection Committee.

3. **Creating a Short List.** The Selection Committee will review all “long list” candidates. From this review, we will refine this list to a group of short list candidates who will move forward in the process.

4. **Interview.** The shortlisted candidates will be contacted to have an interview with the Selection Committee. As soon as the date of your interview is determined, please note it in your calendar. It is anticipated that interviews will be scheduled in mid-March 2024. Please be aware that the interview process may include a presentation to the Selection Committee. Shortlisted candidates will be advised of the details regarding the presentation in advance of the interview. The Selection Committee may determine that a second interview is required to further examine and probe areas of fit and suitability for the role.
5. **References.** Comprehensive references will be conducted on the successful candidate. The purpose of the references is to validate your skills, experiences and accomplishments and further assess fit and suitability for the role.
6. **Offer of employment.** Once all the steps have been completed, a verbal offer will be extended and followed up with a formal offer of employment. The offer of employment will be subject to a satisfactory police records check.

## **Application Process and Key Dates**

The OACP would like the selected candidate to be available to commence work on May 6, 2024 .

### **Important dates to note:**

Deadline to submit application: **February 22, 2024**

Long List Presentation Date to Selection Committee: **Beginning for March 2024**

Short list Interviews and selection of candidate: **Mid-March 2024**

Start date for successful candidate: **May 6, 2024**