



# Chief Executive Officer

## Background

Rowing Canada Aviron (RCA) is a non-profit organization recognized by the Government of Canada, the Canadian Olympic Committee, the Canadian Paralympic Committee and World Rowing as the national governing body for rowing in Canada. Learn more about our organization here: <https://rowingcanada.org/who-we-are/>.

RCA leads and supports a community of thriving rowing clubs and associations (approximately 150) across Canada and multiple events, embracing both able-bodied and para rowing and multi-disciplines of indoor, beach sprints, coastal, touring and flat-water rowing. RCA seeks to inspire Canadians through the sport of rowing while promoting physical and mental wellbeing and creating opportunities and pathways for Canadians to be the best they can be.

Following the recent resignation of RCA's Chief Executive Officer who led RCA over the past seven years, RCA's Board of Directors ("Board") is seeking a new **Chief Executive Officer** (CEO). With a balanced focus on longer term strategy execution and short-term transformation to make changes needed to best serve our athletes, members and other key stakeholders, the CEO will lead and manage RCA in accordance with the strategic direction set by the Board of Directors.

## Job Scope

Reporting to the RCA Board, the CEO has responsibility for developing and delivering RCA's strategies, objectives and operational plans, revenue generation and financial management, partner relations, people and culture, safe sport, and all programs of RCA. The CEO accomplishes this through the senior leadership team and their staff who are responsible for both high performance and sport and pathway development for rowing. The CEO also supports the Board in fulfilling their governance role and works with various Board standing committees and operating committees, as well as key volunteers to achieve RCA's goals.

In this regard, the CEO will lead through and embody **RCA's Values:**

<b>Collaboration</b>	<b>We do great things together</b> Our success is driven by our ability to build relationships, break silos and partner across teams, organizations and geographies.
<b>Accountability</b>	<b>We do what we say we're going to do</b> We take ownership for our individual work but also take pride in what we deliver as a team; our focus is on a successful outcome for all.
<b>Creativity</b>	<b>We challenge the way things are done</b> We take risks, encourage curiosity and new ideas, learn from mistakes, and constantly strive to exceed expectations.
<b>Passion</b>	<b>We love what we do</b> Our passion is infectious, it is at the heart of everything we do, it inspires excellence, eliminates obstacles, and fuels growth.
<b>Diversity &amp; Inclusion</b>	<b>We bring our whole selves to work</b>

	Embracing our differences drives smarter decisions, increased innovation, stronger performance, and a culture where everyone can be themselves.
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## **Key Responsibilities**

### **Strategy and Planning**

- Assist the Board in developing RCA's vision, mission and values and standards of ethical conduct, including any changes, if required.
- Work with RCA's Board to develop the organization's quadrennial strategy and annual and quadrennial business and financial plans, and oversee the successful implementation of both.
- Prepare annual operating plans and budgets with clear targets, milestones, and KPIs; obtain Board approval of the budgets .
- Challenge the status quo, with a continuous improvement mindset; able to see and weigh alternatives.
- Monitor and regularly report progress against the strategy and plans to the Board.

### **Operations**

- Provide oversight and direction for all of RCA's programs, major projects, and activities in line with the organization's mission, vision, and strategies.
- Support the leader and team responsible for the operation of the National Training Centre (NTC) in Duncan, BC on Quamichan Lake.
- Oversee all financial aspects of RCA including annual financial plans, budgets, and reporting.
- Lead the development and management of RCA's enterprise risk plan (ERM).
- Assure organizational stability and quality of RCA programs and services through the implementation of systems, standards, procedures, and evaluation mechanisms.

### **Governance**

- Work with the President of the Board to ensure the Board fulfills its governance function and fiduciary role, including regular reporting to Sport Canada. Regularly review the governance structures and practices and advise the Board and members on changes, as appropriate.
- Manage the Board's due diligence process to ensure timely and informed attention to core issues and ensure the Board is aware of significant legal, risk management and insurance issues affecting RCA.
- Regularly review RCA's policies and make recommendations to the Board, as appropriate.
- Ensure the filing of all legal and regulatory documents and monitor compliance with all relevant laws and regulations.

## **Partner Relations**

- Serve as RCA's primary external representative and lead with respect to member, government, funding partner and other key stakeholder relations, including Sport Canada, Own the Podium, Canadian Olympic Committee, Canadian Paralympic Committee, Canadian Sport Centres/Institutes, and other relevant organizations.
- Lead the development and successful implementation of alternative and diverse sources of revenue.
- Support the President and other key volunteers in maintaining influential roles with the international governing body for rowing (World Rowing, formerly FISA).
- Ensure member satisfaction through effective member communications and education, including proactive management.
- Establish and maintain positive relationships with RCA's corporate sponsors, commercial partners, and official suppliers.

## **High Performance**

- Ensure the development and implementation of RCA's athlete-centered high performance strategy through effective leadership of all National Training Centre and National Team programs, camps, and competitions.

## **Sport and Pathway Development**

- Ensure effective alignment, development and delivery of all domestic athlete and coach development pathways and talent identification programs, including para rowing, to support the effective achievement of RCA's high performance and sport development objectives.

## **Safe Sport, Diversity, and Inclusion**

- Lead and encourage a culture of safety and inclusion for all across the national rowing community.

## **Marketing and Events**

- Lead the development and implementation of RCA's brand strategy to optimize external support for RCA, including individual and corporate funding.
- Ensure the development and successful implementation of national rowing events and international events hosted in Canada.

## **People and Team Leadership**

- Recruit, develop and retain senior leadership team with appropriate skills and experience to achieve RCA's strategic objectives.
- Manage and optimize the performance of RCA's human resources by implementing appropriate systems for selecting, developing, motivating, and evaluating all staff and volunteers.
- Drive corporate culture and lead all employee engagement activities with a focus on providing a competitive and effective employee value proposition.
- Develop succession plans and talent pipeline, as appropriate.

## **Communications and Community Engagement**

- Ensure the development and implementation of a stakeholder engagement and comprehensive communication strategy.
- With the President, serve as official public spokesperson for RCA.

### Qualifications and Experience

<b>Education</b>	<ul style="list-style-type: none"> <li>• University undergraduate degree (e.g., Sports or Business Management); a master’s or other post-graduate degree is an asset</li> </ul>
<b>Desired Experience</b>	<ul style="list-style-type: none"> <li>• 15 or more years of relevant experience, including at least 10 years of senior management and leadership experience, ideally in a CEO/MD/ED or related senior executive role in an elite sport organization.</li> <li>• Experience in leading and implementing an organization through significant transformation.</li> <li>• Experience reporting to or working with a governance focused Board of Directors.</li> <li>• Proven track record of managing business unit operations with full accountability for both strategy and day-to-day operations. Willing to be “hands-on” as required.</li> <li>• Strong business and financial acumen.</li> <li>• Demonstrated people leadership skills and experience and creation of an open and transparent organization culture and effectively attracting, developing, and retaining high performance teams.</li> <li>• Strong social/emotional, conflict resolution and problem-solving skills and demonstrated experience dealing with and resolving difficult and highly sensitive issues.</li> </ul>

### Key Initial Priorities

<b>Organization Transformation</b>	<ul style="list-style-type: none"> <li>• Working with the senior leadership team, identify opportunities for change to the organization structure and lead the implementation of these changes while ensuring the successful achievement of RCA’s strategies, including the reduction of costs and increasing revenue.</li> <li>• Ensure an open, engaged and high-performing culture during the transformation.</li> </ul>
<b>Board Governance</b>	<ul style="list-style-type: none"> <li>• Work with RCA’s Board of Directors to continue to improve their governance processes and maintain their focus on strategy development and delivery.</li> </ul>
<b>Business/ Financial Management</b>	<ul style="list-style-type: none"> <li>• Ensure the Board approved business and financial plan that includes a much reduced budget for the current fiscal year is achieved.</li> <li>• Lead the successful identification and closure of additional and alternative revenue sources.</li> </ul>

	<ul style="list-style-type: none"> <li>Oversee RCA’s annual and quadrennial funding applications and reporting.</li> </ul>
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>Recruit, develop and retain top talent to fulfill open roles, as required. This includes the recruitment of a new Director, Corporate Services.</li> </ul>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>Build strong and effective relationships with RCA’s key stakeholders, including Sport Canada, OTP, other funding partners, provincial rowing associations and other RCA members. Effectively manage stakeholder expectations, as required.</li> </ul>
<b>High Performance</b>	<ul style="list-style-type: none"> <li>Ensure the development of clear performance benchmarks and evaluation criteria for the high-performance program, with a focus on athlete and coach development, and universities for the NextGen pathway.</li> <li>Lead the implementation of the National Training Center (NTC) project, a multi-phased new infrastructure project.</li> </ul>
<b>Sport Development</b>	<ul style="list-style-type: none"> <li>Ensure the expansion and diversity of rowing opportunities in Canada, particularly in underrepresented groups in organized sports.</li> </ul>
<b>RCA Brand</b>	<ul style="list-style-type: none"> <li>Ensure consistency of brand representation and increase exposure of the brand across Canada and internationally.</li> </ul>

**Required Competencies**

<b>Strategic Thinking</b>	<ul style="list-style-type: none"> <li>A track record for setting and implementing a strategic vision, but with a balanced focus and commitment on both the “what” and the “how.”</li> <li>Anticipates and recognizes shifts in the Canadian Sport System and the role of sport in Canada and how RCA should be oriented for the future.</li> <li>Regularly refers to the organization’s mission, values, and strategies, translating them into day-to-day practices.</li> <li>Rallies, motivates, and inspires employees in support of strategy and the business objectives.</li> <li>Effectively engages the Board and its standing committees in Board governance.</li> </ul>
<b>Results Focused</b>	<ul style="list-style-type: none"> <li>A track record for setting and achieving stretch targets.</li> <li>A commitment to excellence - able to rethink business issues and solve complex problems.</li> <li>Leads accurate budget and forecast planning and ensures all costs are accounted for to drive precise budget management.</li> <li>Evaluates the feasibility and financials of services, programs, and projects, making tough decisions to cease the work if appropriate.</li> </ul>

<p><b>Collaborates with Others</b></p>	<ul style="list-style-type: none"> <li>• Creates a collaborative environment, openly encourages, and imposes norms of group behaviour to promote open communication, respect, and a culture of teamwork.</li> <li>• Openly shares ideas, innovations, best practices as well as past failures so that others may benefit from experience.</li> <li>• Inspires groups of individuals to work together to achieve a common purpose; anticipates needs and ensures people receive the information they require.</li> <li>• Applies strong knowledge of team dynamics and roles to support team selection and drive team performance.</li> <li>• Acts with impact and influence – collaborates effectively across functions to get things done; balances assertiveness and collaboration with others to produce results.</li> </ul>
<p><b>Optimizes Talent</b></p>	<ul style="list-style-type: none"> <li>• Great builder of teams and grows talent – actively involved in acquiring and building high-performance and engaged teams with the right mix of skills, behaviours, and backgrounds required to support current and future challenges.</li> <li>• Accomplished at creating cultures and open, transparent environments where great success is delivered, people are empowered, and the ability to sustain excellence is embedded.</li> <li>• Prioritizes performance management, provides timely and constructive feedback, recognizes, and celebrates contributions to the larger team, and mentors and coaches talent accordingly .</li> <li>• Plans for succession and manages accordingly in an objective manner</li> </ul>
<p><b>Influence and Building Relationships</b></p>	<ul style="list-style-type: none"> <li>• An approachable relationship builder, with a proven ability to connect with a range of audiences and levels.</li> <li>• Develops strong relationships with external partners and key stakeholders.</li> <li>• Strong listening skills and a track record for creating mutually beneficial sustainable partnerships.</li> <li>• Strong negotiation skills.</li> <li>• Strong presence and communication skills.</li> </ul>