

APPENDIX 1 (2018-2019)
LATITUDE 53
POLICIES AND PROCEDURES

Executive Director Job Analysis & Measurement Attributes

Function: Reporting directly to the Board of Directors, an operating board, the Executive Director is the key management and operations leader of Latitude 53. The Executive Director is responsible for leadership, technical and professional competencies, interpersonal competencies, innovation and dynamic practices and all programming and strategic initiatives of Latitude 53.

Executive Summary: The Executive Director leads all aspects of the operations of Latitude 53 and defines and implements strategic initiatives to foster the financial, organizational and programming vitality of the gallery. The Executive Director works with the staff and board to envision and implement short- and long-term goals that fulfill Latitude 53's mission. The Executive Director manages and supports staff; creates a collaborative, safe, open and inclusive working environment where individual differences are honoured; oversees finances, fundraising plans and facilities; engages granting agencies and existing donors; and proactively cultivates new supporters. As the senior officer and spokesperson for Latitude 53, the Executive Director is an international leader in the arts community and a vocal advocate for the gallery and artist-run culture, in general.

Duties and Responsibilities - Task and Relationship Management:

The Executive Director is charged with the following duties, responsibilities and organizational citizenship behaviours:

1. Leadership

1.1 The Executive Director operates as a leader with integrity and honesty and:

- 1.1.1 Avoids saying one thing and doing another.
- 1.1.2 Acts consistently with words.
- 1.1.3 Follow through on promises and commitments.
- 1.1.4 Models the core values and leads by example.

1.2 The Executive Director practices self-development and:

- 1.2.1 Makes constructive efforts to change and improve based on feedback from others.
- 1.2.2 Seeks feedback and development opportunities actively.
- 1.2.3 Models self-development for staff and volunteers.

1.3 The Executive Director inspires and motivates staff and volunteers and:

- 1.3.1 Energizes people to go the extra mile.
 - 1.3.2 Has the ability to get people to stretch and reach goals, perhaps beyond what they originally thought possible.
 - 1.3.3 Inspires commitment, high energy and a positive attitude.
- 1.4 The Executive Director develops others and:
- 1.4.1 Is genuinely concerned about the development of staff and volunteers' career and development goals.
 - 1.4.2 Gives individuals an appropriate balance of positive and corrective performance feedback.
 - 1.4.3 Supports others' growth and success; takes interest in the work of others.

2. Technical and Professional

2.1 Entrepreneurial

- 2.1.1 The Executive Director promotes the organization in a positive manner that gets results, oriented to the strategic plan.

2.2 Innovation

- 2.2.1 The Executive Director encourages innovation and new ideas.
- 2.2.2 Consistently generates creative, resourceful solutions to problems.
- 2.2.3 Constructively challenges the usual approach of doing things and finds new and better ways to get the job done.
- 2.2.4 Creates a culture of learning that drives individual development.
- 2.2.5 Encourages new ideas and works to improve them.
- 2.2.6 Encourages staff and volunteers to find innovative ways to accomplish their goals.

2.3 Financial Management

- 2.3.1 The Executive Director obtains funding and manages finances in a manner that is consistent with the strategic plan and the values of the organization.
- 2.3.2 In collaboration with the Board, the Executive Director is to develop policies and strategic plans regarding the organization's finances and assets as needed.
- 2.3.3 The Executive Director is responsible for coordinating and initiating effective financial administration efforts that fulfill these policies and strategic plans.
- 2.3.4 The Executive Director is responsible for preparing an annual budget for approval by the Board.
- 2.3.5 The Executive Director is responsible for tracking this budget through the year and providing quarterly updates to the Board.
- 2.3.6 The Executive Director is responsible for planning the organization's annual fundraising campaigns (including any donation campaigns, membership drives, events, sponsorships and other marketing).
- 2.3.7 The Executive Director plans, prepares and submits all grant applications in a timely, complete and well-written manner (including any follow-up and correspondence for programming, curatorial, publicity, staff and Board development, educational program, particular communication or capital expenditures).
- 2.3.8 The Executive Director coordinates, in accordance to a previously approved budget, the use of the organization's funds.

- 2.3.9 The Executive Director accounts for all revenue and expenditures in a timely, accurate and thorough manner as required by funders and current legal standards.
- 2.3.10 The Executive Director ensures all donations are acknowledged promptly and tax-receipts provided as required.
- 2.3.11 The Executive Director effectively organizes, tracks and maintains the organization's assets, equipment, facilities, property and other resources.

2.4 Governance Practices

- 2.4.1 The Executive Director understands and models solid governance practices; through research, learning and consultation.
- 2.4.2 Works to strengthen governance capacity and communicates this information to the Board; helps ensure objectives are realized.
- 2.4.3 Manages resources responsibly.
- 2.4.4 Nurtures important relationships and includes stakeholder interests in decision-making.

2.5 Program Management

- 2.5.1 Ensures program results through effective management practices.
- 2.5.2 Provides clear communication and provides solid coaching to staff and volunteers that enable them to meet the program goals and achieve results.
- 2.5.3 In collaboration with the Board, the Executive Director develops programming policies and strategic plans as needed.
- 2.5.4 The Executive Director coordinates and initiates programming that effectively aligns with the policies and strategic plan of Latitude 53.
- 2.5.5 The Executive Director coordinates programming activities, schedules, budgets and responsibilities with staff, volunteers, artists and other individuals or organizations.
- 2.5.6 The Executive Director keeps comprehensive records of all artist submissions, agreements and programming events, projects and initiatives.
- 2.5.7 The Executive Director ensures the fulfillment of the details of artist contracts.
- 2.5.8 The Executive Director ensures the professional treatment, handling and installation of each exhibition.
- 2.5.9 The Executive Director conducts research in areas directly related to exhibitions, publications and other programming events for the organization.

2.6 Strategic Planning

- 2.6.1 Participates effectively in the strategic planning process.
- 2.6.2 Recommends adjustments to the strategic plan where appropriate throughout the year; reports appropriately on the status of the organization's ongoing work to meet the goals of the strategic plan.

2.7 Human Resources

- 2.7.1 In collaboration with the Board, the Executive Director develops policies and strategic plans regarding staff, volunteers and members, as needed.
- 2.7.2 The Executive Director coordinates and initiates effective administration efforts that fulfill these policies and strategic plans.
- 2.7.3 The Executive Director administers and plans the day-to-day operations of the organization in accordance with its bylaws, policies and procedures.
- 2.7.4 The Executive Director provides information to the Board about operational updates, changes and other information in a timely manner and as required.

- 2.7.5 The Executive Director attends meetings of the Board and Executive Committee as an ex officio member.
- 2.7.6 The Executive Director organizes and conducts voting for board election at the Annual General Meeting and prepares ballots.
- 2.7.7 The Executive Director hires, trains, supervises, evaluates and if needed terminates all staff in accordance with the organization's human resources policies and procedures. The hiring, review and exit processes will be those sanctioned by the Board of Directors.
- 2.7.8 The Executive Director develops a human resource plan and develops job descriptions for all other staff positions, in consultation with the Board of Directors.
- 2.7.9 The Executive Director is responsible for recruiting volunteers and coordinates, trains, supervises, evaluates and, if necessary terminates, volunteer workers.
- 2.7.10 The Executive Director acts as a staff and volunteer spokesperson to the Board as required.
- 2.7.11 The Executive Director is responsible for organizes and keeps updated information about the membership.

3. Interpersonal Skills

3.1 Communication

- 3.1.1 Provides staff and volunteers with a definite sense of direction and purpose.
- 3.1.2 Helps people understand how their work contributes to the strategic plan and the stakeholder groups.
- 3.1.3 Communicates clearly, concisely and adequately with stakeholder groups.

3.2 Relationship Management

- 3.2.1 Is trusted by staff, volunteers and stakeholder groups,
- 3.2.2 Balances concern for productivity and results with sensitivity for employees' needs/problems.
- 3.2.3 Is approachable and friendly.
- 3.2.4 Handles difficult situations constructively and tactfully.

3.3 Partnership Management

- 3.3.1 Forms partnerships with significant community groups that develop results-oriented initiatives that benefit the community.
- 3.3.2 Follows through on commitment to partnership groups by ensuring the results meet the goals set out in the initiatives.

3.4 Task Related Communication

- 3.4.1 In collaboration with the Board, the Executive Director develops communications policies and strategic plans, as needed.
- 3.4.2 The Executive Director coordinates and initiates communications efforts that effectively fulfill these policies and strategic plans.
- 3.4.3 The Executive Director coordinates effective communications materials for programming activities, promotions, marketing, fundraising, special events, membership activities, the general public, the media, funders, staff and other audiences.
- 3.4.4 The Executive Director coordinates all communications required for the organization's Annual General Meeting as required in the bylaws.

- 3.4.5 The Executive Director ensures all communications positively reflect the organization and advance its goals, values and mandate.
- 3.4.6 The Executive Director develops, fosters and coordinates productive relationships with other organizations and communities.
- 3.4.7 The Executive Director acts as the organization's primary spokesperson and contact.
- 3.4.8 The Executive Director organizes and coordinates advocacy efforts on behalf of the organization.

4. Change Management

4.1 Develops strategic perspectives

- 4.1.1 Understands how work relates to the organization's strategic plan.
- 4.1.2 Translates the vision and objectives into challenging and meaningful goals for others.
- 4.1.3 Takes the long-view where appropriate.
- 4.1.4 Balances short-term and long-term needs of the organization.

4.2 Champions change

- 4.2.1 Is the champion for appropriate projects or programs.
- 4.2.2 Able to present them so that others support them.
- 4.2.3 Is an effective marketer for the staff and volunteer groups projects and programs.

4.3 Connects internal groups with the outside world

- 4.3.1 Demonstrates the ability to represent the staff and volunteer groups to internal and external stakeholders.
- 4.3.2 Helps staff and volunteers understand how meeting stakeholders' (clients') needs is central to the mission and goals of the organization.
- 4.3.3 Change communication.
 - 4.3.3.1 Is proactive in change-related communications.
 - 4.3.3.2 Drives clarity of message related to change both internally and externally to the Board, staff, volunteers, stakeholders and joint partners.

Application deadline: **July 15, 2018**

Applications should consist of a cover letter, curriculum vitae and the names of three references.

Please send applications to [**board@latitude53.org**](mailto:board@latitude53.org)

5. Measurement Competencies (Metrics/Quantitative)

KPI Category	KPIs	Rating
Holistic Metrics		
Partnership and profile extension (reach and brand)		
Internal Operations		
Community Experience and Engagement		
Management		
Operating Income		
Operating Expenses		
Membership		
Attendance		
Human Resources		
Key Metrics		
Strategy and vision		
Analytical skills		
Focus and prioritization		
Organization/planning skills		
Decision-making		
Customer focus		
Being open to other people's ideas		
Leading change		
Motivating Others		
Hiring well		
Delegation		
Holding people accountable		
Dealing with underperformers		
Collaboration		
Using effective multi-layer communication		
Coaching and mentoring others		
Building an effective culture		
Large group communication		
One on one communication		