

BACI's Co-Executive Director Leadership Model

Co-Executive Team Mission

The Co-Executive Team will maintain the effective leadership profile of the Burnaby Association for Community Inclusion within the community of Burnaby and throughout the province of BC. We will achieve this by:

- Ensuring a dedicated focus on service delivery and the operational supports required to maintain and improve service to children and people with disabilities.
- Ensuring the important work of community development, activism, and advocacy is maintained and positively impacts the profile of the Association and the quality of the service provided.
- Promoting best practice in human resource development and management as a key ingredient in quality service delivery and expansion.
- Strengthening existing partnerships with funders, co-service providers, community leaders, those we serve and their families.
- Creating a sustainable revenue base through provincial service contracts and fund raising initiatives.
- Ensuring the rights and contributions of people with disabilities are honoured and respected.
- Demonstrating through our actions, words, and practices the mission, values, and policies of the Association.
- Promoting the values and vision of community living and early intervention.
- Promoting the values of hospitality and caring throughout the Association and our community.
- Participating in on-going professional and personal development.
- Understanding we are employed as a team and will follow the direction established by the Board as a team.

To succeed, we need to:

- Communicate and demonstrate our mission.
- Be familiar with the people and families we serve to understand what they are saying and need from us.
- Respect and value diversity.
- Access and maximize the strengths and gifts of the entire BACI team.
- Listen.
- Be proactive – not reactive.
- Take responsibility for our mistakes and be willing to change.

Co-Executive Roles & Responsibilities

The Co-Executive Team will partner on all aspects of the Association's leadership. However, three functional areas are identified:

Area A – Direct Services

- Adult & Youth Services
- Children's Services
- Infant Development Program
- Business Development

Area B – Support Services

- Finance & Technology
- Human Resources & Quality Assurance
- Communications
- Fund Development
- Community Development
- Office Management

Each area is the primary responsibility of the Co-Executive Team. Many aspects and activities within Areas A and B will intertwine and therefore will not be dealt with as single units. In fact, a goal of the Co-Executive Team is to enhance the functional relationship between Direct Services and Support Services.

While the activities of these two areas will increasingly become mutually supportive, it is critical for the Management Team to have clarity on reporting and performance expectations. While there is a hierarchical relationship between the Co-Executive Team and all the Managers, functionally, the day-to-day reporting relationships will follow the area delineation. The Co-Executive Team will share the following broader human resource function in relation to the Management Team:

- Goal Setting
- Performance Monitoring and Review
- Compensation Administration

Area C – Shared Responsibilities

There are several activities of leadership that will be shared between the Co-Executive Team. Over time, specific portfolios will likely develop, but in the following key areas the Co-Executive Team will assume responsibilities in partnership:

- Board Support and Liaison
- Policy Development
- Management Team Supervision and Development
- Strategic Planning
- External Partnerships
- Social Research & Design
- Accreditation
- Community Development
- Decision Making

Consensus Decision-Making Model:

The Co-Executive Team will strive to reach consensus on all decisions.

Our consensus decision-making model can be described as follows:

- Built on a foundation of trust and collaboration.
- Understand that conflict is a natural and occurring in all relationships.
- Utilize the mission, values, policies, and practices of BACI to guide our daily decisions.
- We will check-in and not assume.
- Attempt to achieve consensus.
- Utilize a system of problem-solving that clearly identifies the problem and best possible solution.
- Utilize the strengths of each other to make decisions.
- Decisions affecting the organization's development, planning, or structure will be thoroughly discussed and evaluated.
- Incidental decisions will be made in an exclusive manner with an understanding of trust.
- Dispute Resolution:

If a conflict cannot be resolved through all measures identified in our decision-making process, the person with the identified responsibility will have the final decision. As a team, it is fundamental that we support each other's decisions and input. To demonstrate this support, the Co-Executive Team will jointly participate in the implementation of all decisions. To ensure that all possible solutions have been

explored, the Co-Executive Team may also access the consultation of the Board of Directors and/or Ethics & Conflict Resolution Committee.