

Vancouver Regional Construction Association President Profile Document



Subject: VRCA President Profile	
Category	Governance
Approved by:	VRCA Board of Directors
Effective date:	March 31, 2021
Most recent approval:	March 16, 2021

GENERAL DESCRIPTION

The Vancouver Regional Construction Association (VRCA) is a non-profit association that serves over 700 members involved in the Industrial, Commercial, Institutional and Multi-Residential construction industry in the Lower Mainland and Fraser Valley. Members have access to industry networking events, education, construction documents, and access to construction job opportunities. VRCA is an integrated member of both the BC Construction Association (BCCA) and the Canadian Construction Association (CCA) offering a unique membership model with Provincial and National reach. The VRCA is linked to many construction and business organizations.

The VRCA Members are served by a staff team based in the Vancouver Office. There are three main pillars that exist:

Educate: Foster a culture of continuous learning across the industry by providing world class technical and non-technical education and training.

Advocate: Foster an environment that encourages collaboration, innovation and adoption of standard practices across the industry.

Facilitate: Enable connections and opportunities across the industry by providing a range of business-oriented programs, services and support that include first-class networking opportunities.

The VRCA provides a number of activities, programs and services that are linked to these fundamental pillars. The VRCA also is proud to promote the U40 Network which also provides a number of activities and services focused on supporting new and U40 members to network and develop industry knowledge and skills.

PRESIDENT POSITION SCOPE

The President is the chief staff executive employee and has sole accountability for VRCA day-to-day operations. The President is accountable directly to the Board of Directors, acting as a whole, for planning, organizing, staffing, directing and ensuring effective control mechanisms are implemented.

The President is directed by Board approved policy and a strategic plan which, in addition to identifying current strategic priorities, must adhere to the Purposes of the Society as contained in its Constitution:

VRCA Society Purposes

The purposes of the Society are to:

- a) maintain and improve good relations within its membership; to provide a forum for Members to exchange views and to network with each other.
- b) assist its Members in identifying business opportunities within the construction industry and to help create business opportunities through encouraging economic development.
- c) maintain good relations with other RCA's, BCCA and CCA to collaborate where appropriate and beneficial for the benefit of Member value.
- d) maintain and improve good relations between Members and purchasers of construction services, consultants, all levels of government, other related associations and industries, and the general public.
- e) encourage the purchasers of construction to use goods and services offered by the Society's Members.
- f) promote the development, implementation and improvement of safe working practices and procedures on construction projects for the safety and well-being of its Members and others.
- g) acquire and disseminate, to its Members and others, information concerning the construction industry.
- h) promote construction and improve standards in the construction industry for the benefit of its Members.
- i) promote industry and operational excellence by its Members.
- j) promote ethical practices and the use of standard documents between its Members and between its Members and purchasers of construction goods and services.
- k) advance and develop education and training programs for the benefit of its Members and the construction industry.
- l) do everything to properly represent and promote the best interests of its Members.
- m) acquire and hold, for the purposes of the Society, cash and investments.
- n) do everything incidental or conducive to attaining the purposes and exercising the powers of the Society.

Mission

The Board, as part of its strategic planning process, develops a Mission Statement and strategic priorities that are used for planning purposes. The current VRCA Mission Statement is:

VRCA is dedicated to serving our members by enabling them to compete effectively in a stable, efficient and profitable industry by:

- Actively representing the interests of our Members in the construction industry and providing leadership on all matters associated with construction.
- Providing relevant and timely educational programming and through the sharing of information.
- Promoting and encouraging the use of acceptable standard practices.
- Creating business opportunities through encouraging economic development and providing project information.

This will be achieved through our three pillars, Advocate, Educate and Facilitate.

Core Values

VRCA's core corporate values are:

Fair: VRCA conducts all of its business fairly, treating everyone with whom it deals in an unprejudiced and respectful manner.'

Open: Membership and services are accessible to all, regardless of size or nature of business, and everyone with whom it deals are welcomed and treated in an equitable manner.

Transparent: VRCA conducts its business in a consistent manner that is readily understood and accountable to our members.

GOVERNANCE APPROACH

VRCA embraces a governance model in which the Board acts as a whole in setting organizational direction and policy, while delegating operational matters to the President.

Characteristics of this model include:

- The Board governs the Association, while the President is held accountable for operations. There is a distinct separation of governance and management.
- The Board clarifies accountability and authority throughout the organization, taking particular care to specify the matters for which the President has decision-making authority and those for which the President is only able to recommend action.
- The Board is responsible for ensuring that VRCA's governance and management is responsive to member and industry interests.
- The Board identifies VRCA's strategic priorities. The President prepares a business plan for each fiscal year detailing how those strategic priorities will be advanced over that year. Achievement of the operational plan goals is a key element in the President's annual performance review.
- The Board identifies the information it requires to monitor performance at the beginning of the fiscal year.
- The Board clearly identifies organizational accountabilities and authorities that it delegates to each Officer position held by a Director.
- The Board may establish Board Committees to assist in its work.
- For each Board Committee, terms of reference detailing its purpose, duties and authorities, membership and operational protocols are established and monitored by the Board.

This governance approach is most effective when organizational accountabilities and authorities are clarified. For these purposes:

- **Organizational Accountabilities** are specific obligations related to tasks delegated by the Board to an Officer, a committee, the President or another person.
- **Organizational Authorities** are the authorities delegated by the Board to the Officer, committee, President or other person for the purposes of allowing the delegate to carry out the responsibilities associated with their organizational accountabilities.

An organizational authority may be conferred as:

- **Decide Authority** - that is, an authority to make delegated decisions in relation to relevant matters. With decide authority, the delegate is accountable for the actions that are taken under those decisions.
- **Recommend Authority** - that is, a restricted authority to recommend what decision should be made. With recommend authority, the delegate is accountable for advice / recommendations; the recipient of the advice makes the decision and is accountable for action taken.

Organizational authority may be expressed either positively or negatively.

PRESIDENT ACCOUNTABILITIES & RELATED AUTHORITIES

A. BOARD OF DIRECTORS

The President is the Board's link to operations. All Board authority delegated to staff is delegated through the President. The President may delegate authority to staff positions but ultimately remains accountable for organizational results.

The Board will direct the President to adhere to approved policies and achieve identified strategic priorities. The Board will be clear on the extent of the President's decision-making authority.

The President is accountable for the total operational performance of the organization and achieving desired results. The President shall follow Board policy and will not exceed their authority. The Board will respect and support the President's choices made within their authority and in accordance with Board policy. This does not prevent the Board from obtaining information in the delegated area from the President.

Only decisions of the Board, or the Executive Committee in appropriate circumstances, acting as a body are binding upon the President. Decisions or instructions of individual Board members, officers or committees are not binding on the President, except in such circumstances when the Board has specifically authorized such exercise of authority or when the authority is authorized by the By-Laws.

The President's performance will be monitored in the following areas:

1. Consultation collectively and individually with members of the Board, and the Board generally, utilizing their capacities to the fullest extent necessary to secure optimum operation of VRCA.
2. Keeping the Board informed on a timely basis on the operations and status of VRCA and on all important matters, whether good or bad, influencing or impacting the organization.
3. Reviewing major activities and plans with the Board of Directors to insure Board input and conformance with existing policies.
4. Referring promptly to the Board of Directors, with sufficient detail and background, decision-making requirements that exceed the President's decision-making authority or capabilities.

Relevant Authorities:

The President shall:

1. Attend Board of Directors meetings without the right to vote.
2. Attend or delegate a staff position to attend all Board committee meetings without the right to vote.
3. Refer inappropriate direction from a Director or Board Committee (given to President or other staff) to Board Chair. If inappropriate direction is from the Chair, refers the matter to the Vice Chair.
4. Not cause or allow in the organization any practice, activity, decision or circumstance that is imprudent, unethical or unlawful.
5. Provide secretariat services to the Board.

B. MEMBERSHIP AND INDUSTRY SERVICES

The President respects members' needs and interests as a top priority in accordance with Board direction and its strategic plan. The President provides leadership and is accountable for ensuring professional and best practices services are delivered to the membership and industry including, in no particular order of priority:

1. Planroom Management
2. Bid Depository
3. Association and board meetings, conventions and events.
4. (Responding to) Standards and Practices issues, as per established Industry Policies, Standards and Best Practices
5. Education and Training Programs
6. Membership Growth and Retention
7. Communications and Marketing
8. Local government relations and advocacy, as per Board approved initiatives
9. Inter-Association Activities that advance the interests of VRCA, as approved by the Board

Relevant Authorities:

The President shall:

1. Engage the membership directly to hear their concerns and issues.
2. Develop and implement strategies for ensuring a level of membership in keeping with Board priorities and goals.
3. Maintain an ongoing upgrading of member services with particular emphasis on expanding and setting new member services and areas of operation.

C STRATEGIC PLAN

The President will work with the Board and formulate a three-year rolling strategic plan. The plan will be consistent with VRCA's Purposes, core values and policies. The President will lead the Board in an annual planning exercise to analyze and assess, and thereby confirm or revise, strategic priorities contained in the three-year rolling strategic plan.

The President will submit at least quarterly to the Board an analysis of progress, identify the rationale for variances, recommend modifications to the plan for the remainder of its duration, and when appropriate, engage the Board in the development of a new strategic plan or modification to the existing plan so that it continuously spans a 3-year horizon.

Relevant Authorities:

The President shall:

1. Attend and participate in strategic planning sessions.

2. Identify implications of achieving the strategic plan's contents for VRCA including potential impacts on staff, budgets, systems and facilities to help ensure achievement of the strategic plan is feasible and related risks are managed.

D. OPERATIONAL PLAN

The President:

1. Prepares a business plan, at the beginning of each fiscal year, describing how staff will move the Association closer to the accomplishment of strategic priorities and goals over the fiscal year.
2. Reports regularly, and on a timely basis, to the Board on significant issues and trends that impact the execution of the operational plan, if related decision-making exceeds the President's deciding authority.
3. Identifies new initiatives that may require immediate discussion and/or decision.

Relevant Authorities:

The President will:

1. Create a business plan and confirm with the Board that the business plan satisfactorily moves the Board towards achievement of its strategic plan for that fiscal year.
2. Present the plan to the Board in proper sequence with the Board meeting calendar to enable review, discussion and revision if necessary, prior to commencement of the next fiscal year.

E. FINANCES

The President is accountable for maintaining the healthy financial condition of the VRCA.

Relevant Authorities:

The President shall not:

1. Cause or allow fiscal jeopardy
2. Cause or allow material deviation of actual expenditures from Board approved budgets.
3. Allow a deficit in the operational budget at the end of each fiscal year without the express approval of the Board.
4. Fail to ensure that all government withholdings, remittances, income tax filings and WorkSafe BC remittances are made by the due dates.
5. Make unauthorized use of reserve funds.
6. Receive, process, or disburse funds under controls that are insufficient to meet the Reviewer's/Auditor's standards.
7. Deviate from Board signing policies.
8. Invest or hold capital in a manner contrary to Board investment management policies.
9. Implement new services, programs or activities which exceed the approved core budget, or do not meet Board approved criteria for new initiatives.

10. Enter into leases or contracts or sell assets outside the parameters approved by the Board.
11. Make any purchases:
 - a. Wherein normally prudent protection has not been given against conflict of interest.
 - b. Without assuring long-term cost and quality are balanced.

The President shall:

1. Submit financial statements at each Board meeting.
2. Ensure accounting procedures and financial reporting are consistent with accepted accounting principles.

F. BUDGETING

Budgeting for any fiscal year end or the remaining part of any fiscal year shall not deviate from Board priorities, risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight.

Relevant Authorities:

The President shall prepare an annual budget for the Board which contains sufficient information to enable:

- a. Accurate projection of revenue and expenses based upon historical and current data;
- b. Disclosure and transparency of planning assumptions.

G. COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the President may not cause or allow jeopardy to fiscal integrity, operational integrity or public image. The President will review staff salaries, bonuses and benefits with the Board Executive on an annual basis, prior to implementing changes and prior to/independent of the Annual Budget process.

Relevant Authorities:

The President shall not:

1. Deviate from budgeted core salary and benefit expenditures.
2. Change their compensation and benefits.
3. Derive income from external employment or outside consulting that might present a conflict of interest or a conflict for their time.
4. Establish current compensation and benefits, or employment terms and conditions, that deviate materially from the geographic market for the skills employed and position held.

H. PROTECTION OF ASSETS

The President ensures that:

1. Assets are adequately protected and maintained and not exposed to risk.
2. Insurance requirements are met.

Relevant Authorities:

The President shall not:

1. Fail to annually discuss with the Board the status of insurance against crime, casualty, and liability to Board members, staff, volunteers and VRCA itself, or fail to make recommendations for improving or correcting insurance matters, including WCB coverage.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Expose the organization, its board, or staff to claims or liability.
4. Compromise the independence of the board's audit/review or other external monitoring.

I. ORGANIZATIONAL STRUCTURE

The President develops and maintains an efficient and effective organizational structure.

Relevant Authorities:

1. The President shall not materially alter the organizational structure without consulting the Board

J. EXECUTIVE SUCCESSION

The President ensures succession through operating procedures and coaching and mentoring of staff. The President is accountable to establish staffing and administrative procedures that will enable VRCA to function operationally for a minimum period of six months, in the event of an untimely departure of the President.

Relevant Authorities:

The President shall:

1. Report annually to the Board on the status of the President's succession plan.
2. Report annually to the Board on the status of the Staff Organization Structure and any staffing succession plans.
3. Ensure VRCA's Operations Manual is complete and current.

K. LEADERSHIP OF HUMAN RESOURCES

The President:

1. Provides effective leadership to employees, consultants and volunteers in order to capitalize on the full potential of this resource.

2. Ensures that all employees, consultants and volunteers are stimulated, motivated and guided to contribute fully to VRCA's Purposes, mission, core values and strategic priorities.
3. Empowers human resources to identify innovative approaches to enhance VRCA's strategic and operational performance.
4. Creates, stimulates and maintains an organizational culture that is externally focused, continuously improving and results driven.
5. Ensures Human Resource policies are documented and current.

Relevant Authorities:

The President shall:

1. Establish the mandate, accountabilities, authorities and conditions of employment for all employee, contractor and consultant positions.
2. Select and promote staff and set compensation in accordance with approved budgets.
3. Select consultants and contractors and set compensation in accordance with approved budgets.
4. Not change the President's own compensation and benefits.
5. Ensure compensation and benefits will not deviate materially from the geographic or professional market for the skills employed.
6. Not interact with employees, contractors, consultants and volunteers in a manner inconsistent with VRCA core values, Board policies, By-laws and statutory requirements.
7. Lead through personnel procedures that:
 - a. Clarify staff accountabilities, authorities and direct reporting relationships
 - b. Clarify rules for staff
 - c. Provide for effective handling of grievances and
 - d. Encourage employee performance and development through an effective staff performance review process.
8. Consult with the Executive Committee prior to making any material decisions with respect to the employment status of those employees who report directly to the President.

L. PROFILE

Through personal department, the President establishes a strong and respected profile to promote the understanding of VRCA's mission, core values and strategic priorities.

The President utilizes extensive influencing and negotiating skills when dealing with individuals and other organizations.

Relevant Authorities:

The President shall:

1. Act as a media spokesperson for VRCA while demonstrating an understanding and sensitivity to media and awareness of public perceptions on issues.
2. Market VRCA to achieve maximum profile throughout the community.

3. Provide input to buyers of construction services, consultants and government agencies on VRCA viewpoints to further VRCA goals.
4. Establish excellent working relationships and communications with construction associations and other industry related associations to further VRCA interests.

The President shall not:

1. Endanger the VRCA's public image, credibility, or its ability to accomplish its Purposes and priorities.

M. TRENDS

The President remains current on industry, community and public and private sector trends to ensure that VRCA has the best possible information with which to address and consider emerging opportunities, threats and issues. The President's involvement at the local, provincial, national and international level contributes to VRCA's leadership to the membership and industry. The Board will invest in the President's capacity to address these trends by supporting training, meetings and conferences as approved in the yearly budget.

Relevant Authorities:

1. Expenditures for attendance at any related events (training, meetings and conferences) will be pre-approved and within the annual budget approved by the Board.

N. REPORTING RELATIONSHIPS

Reports to:

Board of Directors acting as a whole.

Direct Reports:

The following positions report directly to the President:

- Director of Finance and Administration
- Director of Operations

Key External Relationships:

The key external relationships are:

- Other Construction Associations (BCCA, VICA, SICA, NRCA)
- Other Construction Associations (CCA, others such as Calgary Construction Associations, etc.)
- Trade Associations (such as Electrical Contractors Association of BC, etc.)
- Related Associations (such as AIBC, CEBC, UDI, ULI, BC Road Builders and Heavy Construction Association, ICBA)
- Elected officials including Mayors, Councilors, MLA's (including Cabinet Ministers) and MPS

- Support staff for the above
- Public servants in the municipal, regional provincial and federal governments
- Specific public entities such as Partnerships BC, BC Housing, Homeowner Protection Office, BC Hydro, Municipalities, Port Metro, Metro Vancouver, Translink, YVR, Infrastructure BC plus any other relevant entities.
- Purchasers of construction including organizations such UBC, Fraser Health Authority, etc.
- Media
- Educational institutions including but not limited to BCIT, University of Fraser Valley, Kwantlen Polytechnic University, SFU
- Business organizations such the Vancouver Board of Trade, Abbotsford Chamber of Commerce, BC Business Council
- Suppliers such as Infinite Source, Resolution Reprographics, Petro Canada
- General public
- Tenants of Building
- Charitable organizations such as Spinal Injuries BC, Honour House, Habitat for Humanity

O. PERFORMANCE GOALS

In addition to the accountabilities identified above, each year the Board will identify specific performance goals for a twelve-month period. Performance organizational accountabilities and the annual performance goals will be measured and constitute the substance of the President's annual performance review.

P. Competency Requirements:

Integrity, Ethics and Values

- Collaboratively sets VRCA's vision and values.
- Keeps the greater good of VRCA and the construction community in mind at all times.
- Assumes responsibility, accountability and follows through when making commitments.
- Demonstrates sincerity, honesty, respect, empathy and adherence to standards and values of VRCA.
- Builds others' trust in their professionalism, expertise and ability to get results.
- Ensures that a respectful and inclusive workplace is created and maintained throughout the organization by ensuring their own behaviours and the behaviours of others is consistent with VRCA's values, principals and policies.

Visionary Leadership Qualities

- Adopts a long-term view of organizational strengths, weaknesses, opportunities and risks in a changing operational environment, with trends and environmental conditions in mind.
- Able to clearly articulate a practical vision for the future, a credible case for change / enhancement and to influence and inspire others to work as part of a team toward that vision, seek and develop new ways to achieve the strategic objectives and improve VRCA operations.
- Establishes a shared vision and common goals and creates the environment where the organization can be innovative and accepting of appropriate risks.
- Promotes cooperation, collaboration and partnerships between individuals or groups both within and outside of VRCA ensuring everyone understands each other's roles, responsibilities and contributions.
- Able to identify critical issues and opportunities that will have an impact on the organization.

Excellent Judgement

- Assesses situations efficiently and effectively to determine importance, urgency and risks.
- Assess problem situations to identify causes.
- The ability to utilize objective, factual and valid information from a variety of sources to make informed decisions, understand the potential impacts, and keep all relevant parties informed.
- Influences decisions that challenge the status quo and provoke growth and positive development in the organization.
- Identifies the impacts and risks associated with decisions and takes appropriate risks.
- Takes responsibility for difficult decisions, ability to be adaptable, tolerant and flexible in a changing environment

Results Orientation

- Incorporates the needs of members and stakeholders when setting standards, corporate strategies and organizational direction.
- Sets goals and priorities that maximize the use of resources available to consistently deliver results based on Board direction and stakeholder expectations.
- Driven to meet a high standard of performance.
- Monitors progress towards a goal, anticipates problems and makes adjustments when necessary.

Financial Acumen

- Understands the financial model of the organization and the elements that impact the model and financial performance.
- Implements strong budgeting, financial reporting and monitoring processes.
- Implements a risk-based approach to financial management and ensures appropriate policies are in place.

Effective Oral, Written and Presentation Skills

- The ability to actively listen to messages being communicated by stakeholders.
- Articulates complex ideas in a clearly understandable way.
- The ability to create and conduct powerful presentations to small and large groups.
- Develops well-constructed documents and reports.
- Provides sound, credible and thorough information to the Board of Directors and ensures the Board is appropriately informed of issues.
- Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships.
- Nurture and maintain strong and effective relationships with members, the construction community, municipalities, public entities procuring construction services, post-secondary institutions, the media, government, the public and other partners.