
Requisition 12584, STRAT LEAD - Executive Director

Close Date : 2012-09-07

Employee Number	Name	City	Email	Phone	Current BC Gov Job
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s.22	Cheryl May	Victoria	Cheryl.May@gov.bc.ca	250 387-0292	Executive Director
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Applicant's Currer	Degree in business administration, public administration, related field or equivalent	Experience in a senior management role leading projects and/or business transformation projects	Experience establishing collaborative relationships with senior leaders across government and leading organizational change associated with implementation	Experience leading and coaching multi-disciplinary senior management teams in the development and implementation of a diverse range of projects
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TITLE: EXECUTIVE DIRECTOR

CLASSIFICATION: STRATEGIC LEADERSHIP

JOB OVERVIEW

The Office of Housing and Construction Standards (OHCS) provides leadership in meeting the housing needs of all British Columbians by enabling a range of housing choices. The Residential Tenancy Branch (RTB) is one of three branches within OHCS. The Executive Director of the RTB is responsible for supporting an effective residential tenancy system that is intended to provide stability and security for landlords and tenants in a large and diverse rental housing market and for resolution of public and client complaints regarding program services and decisions of the program. The stability of this form of tenure depends in part on both landlords and tenants understanding their rights and responsibilities under the *Residential Tenancy Act* and the *Manufactured Home Park Tenancy Act*, and having access to information and appropriate dispute resolution services

The Branch has offices in Burnaby, Victoria and Kelowna, and provides services through Service BC-Government Agent's Offices in 60 other BC communities. There are also two small outreach offices in downtown Vancouver.

ACCOUNTABILITIES

- Provides a clear vision and strategic direction that aligns with the direction of Government overall for the branch.
- Provides advice to the Minister, Deputy Minister, Ministry Executive, senior government officials on tenancy policy issues and branch operational issues.
- Leads the overall strategic and long-term development of a diverse range of residential tenancy and other residential programs, policies, legislation and best practices. Ensures policies and processes are transparent, fair, responsive to the matter, and provide flexibility in terms of degree of formality.
- Leads the development of multi-year strategic goals, objectives and operational plans, ensuring effective program and staff performance, and control of budgets. Develops a strong management team and an environment that enables staff to carry out delegated functions and contribute effectively to the realization of RTB's goals and objectives and leads broad organizational change.
- Leads the development of program delivery performance goals and service standards, oversees the preparation of program and service evaluation plans, directs the preparation of risk management plans, and ensures the monitoring of programs for quality assurance, administrative justice, due process and natural justice. Leads a province-wide client service delivery network, consisting of a contact center providing voice, on-line, e-mail and fax channels, as well as counter service at 3 regional offices and 60 government agent offices. Ensures ongoing integration of regional office and corporate goals and priorities.

- Leads significant changes related to program delivery design, revised models of program delivery, development of information management systems, and implementation of technology-based service delivery.
- Directs all operations related to external service-provider contracts including service levels, accountability, governance and reporting structures of both the OHCS and the partner. Ensures the delivery of all contract terms and conditions, and negotiates contract changes. Provides expertise for all upcoming changes in legislation, policies and standards, and is accountable for oversight of contracts in accordance with jointly agreed service levels
- Provides expert advice to a range of stakeholder groups and develops effective working relationships with other ministry program partners to maintain strategic partnerships.
- Develops, reviews and approves Treasury Board and Cabinet submissions on a variety of issues and information plans, media releases and other public information materials and is responsible for timely implementation of Treasury Board and Cabinet Directives.
- Acts as a statutory decision maker.
- Ensures the development of training and succession plans for all staff and ensures that appropriate performance management plans are in place.
- Responsible for resolution of public and client complaints regarding program services and decisions of the program.

JOB REQUIREMENTS

- Degree in business administration, public administration, related field or equivalent.
- Experience in a senior management role leading projects and/or business transformation projects.
- Experience establishing collaborative relationships with senior leaders across government and leading organizational change associated with implementation.
- Experience leading and coaching multi-disciplinary senior management teams in the development and implementation of a diverse range of projects.
- Experience in strategic business planning; contract management; financial management; and leading multi-party negotiations.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

BEHAVIOURAL COMPETENCIES

- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.

- **Building Strategic Alliances** involves knowledge and skills to engage in internal and external stakeholder analysis and to negotiate agreements and alliances based on a full understanding of power and politics
- **Strategic Orientation** is the ability to link long-range visions and concepts to daily work and thinking and acting upon the big picture. It is taking the broad-scale and long-term view and developing appropriate strategies or plans to meet goals.
- **Solving Problems** Creatively involves knowledge and skills in fostering creative problem solving in the organization through critical reflection, problem analysis, risk assessment and rewarding innovation.
- **Building Team Orientation** involves knowledge and skills in developing group identity, participative decision making, and open and effective communication

Summary of Marking for Written Assignment

Friday, Jan 18, 11:00 to noon

Markers: Tracy Green, Dale Anderson, Elizabeth Loughran

Assignment out of 50

Candidates	Details of Scores	Comments
Cheryl May	s.22	
	s.22	
PASS = 60%	PASS = over 30 points	
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For the following, we did not get into to much detail marking, as we all agreed the caliber of writing was not sufficient for an ED position		
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Pages 11 through 12 redacted for the following reasons:

Out of Scope

January 30, 2013

C May

Executive Director, Residential Tenancy Branch
Office of Housing and Construction Standards

Panel Copy

Introductions, Panel members are:

- Neilane Mayhew, ADM, Corporate Services, Forests, Lands and Natural Resource Operations
- James Mack, Head of Climate Action Secretariat
- Jeff Vasey, ADM, Office of Housing and Construction Standards

The Executive Director of the Residential Tenancy Branch is the Province's most senior advisor on policies, regulations and operations related to the Residential Tenancy Branch, including its governing legislation, Rules of Procedure, administration of human and financial resources, and technological transformation.

We are looking for someone who has strong strategic, policy and issues management abilities. The RTB Executive Director needs to inspire and manage a team of front-line staff, management and policy analysts to implement continual innovation and improvements towards successful tenancies.

We are looking for someone who can paint a picture of the future, compellingly communicate it, mobilize a team to explore possibilities and land the idea through whatever means necessary – legislation, regulation, engagement etc.

This is your opportunity to demonstrate, that you have the experience and ability we are looking for.

- We will start with your presentation outlining your views.
- Then, ask a series of competency based questions.
- We'll conclude by asking you if you have any questions or further comments.

Page 14 redacted for the following reason:

Out of Scope

Interview Questions

The following questions provide the framework for discussion, to help us determine whether there is a strong match between your interests and qualifications and the position we are filling.

Respond completely. Tell us everything, even if you think we already know it because we can only assess you based on what you tell us. We will not make assumptions or speculate on any response. So, if you have a lot of experience in a certain area, make sure that you tell us. Use as many examples as you wish for each question.

Feel free to make notes to organize your thoughts before speaking. As well, it is okay to go back to your response to a previous question if you have more to add. Having said that, this time is yours. You have the questions before you and are expected to manage the allotted time to ensure we hear what you think is most pertinent.

We will each ask a few questions and all of us will be taking notes to document your response.

Rating system

0 = no experience with the competency

1 = has experience with competency but in unrelated field or has heard of it

2 = knows about competency as it relates to building policy issues, but has no experience (how would)

3 = has experience with competency in one situation (how did)

4 = has experience with competency in many situations

5 = can teach us something about the competency

Successful candidate = who has the most preferred profile

Pages 16 through 27 redacted for the following reasons:

Out of Scope

January 30, 2013

Cheyl May

**Executive Director, Residential Tenancy Branch
Office of Housing and Construction Standards**

Panel Copy

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January 30, 2013

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Out of Scope



Where ideas work

Re: Requisition # 12584
STRAT LEAD - Executive Director
Victoria, BC
Ministry of Housing

Thank you for your interest in a new opportunity with the BC Public Service. We are writing to inform you that our process is now complete, and another candidate will be appointed to the position.

If you would like more information about our selection process or have questions regarding feedback, please go to [Our Hiring Process](#) or view the [Help](#) section found in your Career Centre.

Your participation in the selection process has been greatly appreciated, and we encourage you to apply for future employment opportunities with the BC Public Service.

Yours truly,

Jeffrey Vasey

for Applicants/prospects of job 12584: STRAT LEAD - Executive Director **From 78 possible recipients, 78 email(s) sent**

ID	Candidate Name	Email
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s.22



Where ideas work

February 5, 2013

Cheryl May



s.22

Dear Cheryl:

Re: Requisition #12584, Position #00035443
STRAT LEAD - Executive Director
Victoria, BC
Ministry of Housing

Further to your interview, I am pleased to inform you that you have been selected for the position noted above.

Your salary upon appointment will be \$102,000.00 annually (\$3,909.65 bi-weekly) which represents the Strategic Leadership classification of the Management Compensation Framework.

Please confirm the salary rate reflected in your first full pay with the rate quoted in this letter. Any discrepancy should immediately be reported to [Payroll Services](#) (1-877-277-0772).

I will be your supervisor upon appointment.

As the duties of this position meet the requirements of the Security Screening Policy, a check must be completed. Please go to [Consent for Disclosure of Criminal Record Information form](#). Complete this form and return it to me as soon as possible, so that I can send it to the Criminal Records Review Program. This offer of employment is subject to a satisfactory outcome of this search. New criminal record checks will be conducted periodically and at least every five years.

During your employment with the BC Public Service, you will be required to notify your manager or supervisor in the event that you are arrested, charged or convicted of any criminal offence.

Consistent with normal practice, you will be subject to a probationary period of 913 hours, which is equivalent to six (6) months of full-time employment, following which you will be recommended for confirmation provided that your performance is satisfactory.

You will be excluded from union membership. The terms and conditions of your employment are available on the employee intranet, and available to you when you start work, so that you will be familiar with them.

Unsuccessful employee applicants may request a review of the staffing decision. Please ensure you do not make any final commitments in your present circumstances until you have been informed that this offer of employment can be finalized.

Cheryl, I wish you every success in your new position. Please contact me at Jeff.Vasey@gov.bc.ca if you have any questions or concerns.

Yours truly,

Jeffrey Vasey

January 30, 2013

**Executive Director, Residential Tenancy Branch
Office of Housing and Construction Standards**

Panel Copy

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Pages 125 through 135 redacted for the following reasons:

Out of Scope

Letter



Where ideas work

Re: Requisition # 12584
STRAT LEAD - Executive Director
Victoria, BC
Ministry of Housing

Thank you for your interest in a new opportunity with the BC Public Service. All applications have been reviewed and, after careful evaluation, we have selected the candidates who will move forward in the hiring process.

Although you were not selected to move forward, we would like to thank you for applying, and we encourage you to apply for future employment opportunities with the BC Public Service. Please note, you will be advised of the final outcome of this competition in future correspondence.

Yours truly,

Jennifer Moran

• ID	Candidate Name	Email
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Pages 137 through 154 redacted for the following reasons:

Out of Scope

s.22

Written Assessment Administration Request Form

Please submit this form at least 5 business days prior to your anticipated assessment date

Requisition #	12584	
Position Title, Location	Executive Director, Victoria	
Hiring Manager	Jennifer Moran	
Applicants to invite (Please include contact information, or attach Questionnaire report/SOA & Screening report)		
Cheryl May , Ex Director at Ministry of Housing 		
s.22		
Date to send invitations	January 10, 2013	
Date(s) to administer assessment	January 14, 2013 before 9am	
Time slot(s)		
Will you consider requests for an alternative date or time? If so, which date(s)?	no	
Assessment format	Email? Y	Invigilated?
	Submit to PSA or HM? HM	Location:
What topic/competencies will the assessment cover?		
Special instructions for candidates (documents required, software required how to prepare)		
Please email your assignment to Jennifer Moran, Jennifer.l.moran@gov.bc.ca, ADM Executive Assistant by 9:00 a.m., January 14, 2013.		
Note to Hiring Manager: Please ensure that you have attached all documents and files that you wish to have forwarded to applicants.		

Written Assignment – Criteria and Results

**Demonstrate ability to organize and synthesize information, analyze problems, identify options – including pros and cons, and make sound recommendations. Writing skills and accuracy are assessed.
Total 50 points**

Describe the issue (a concise summary of the essential points)	
Max 10 points <ul style="list-style-type: none"> • understands issue • provides relevant background • ability to identify and select key points • ability to separate fact from opinion • clear, concise communication; presents concepts and issues effectively 	
Outline who the main stakeholders are and what their positions are likely to be	
Max 10 points <ul style="list-style-type: none"> • identifies key stakeholders e.g., architects and engineers, public health engineers (medical health officers), regional Health Authorities, M. Health etc. • provides likely positions on issue • articulates concerns 	
Provides policy options that could be explored; include any pros or cons	
Max 5 points <ul style="list-style-type: none"> • identifies options • outlines benefits, risks and implications 	
Makes a recommendation on how to proceed and/or next steps	
Max 5 points <ul style="list-style-type: none"> • Makes clear recommendation and/or outlines next steps 	
Writing is clear, concise, and accurate.	
Max 20 points <ul style="list-style-type: none"> • writes clearly, legibly, and accurately 	
Total out of 50 points	

COMPETENCIES

Strategic Orientation - is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.

Business Acumen - is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

Leadership- involves creating a new vision for the organization and taking the required actions to ensure that the members of the organization accept and support the vision. It generally requires the individual to be in a relatively senior or high level position, although this is not always the case.

Change Management - is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

Building Partnerships with Stakeholders is the ability to build long-term or on-going relationships with stakeholders (e.g. someone who shares an interest in what you are doing). This type of relationship is often quite deliberate and is typically focused on the way the relationship is conducted. Implicit in this competency is demonstrating a respect for and stating positive expectations of the stakeholder.

Service Orientation implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.

Teamwork and Cooperation - is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Ministry. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.