



# Executive Director Executive Brief

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### FOR MORE INFORMATION

KCI Search + Talent has been retained to conduct this leadership search on behalf of Immigrant and Refugee Community Organization of Manitoba. For more information about this opportunity, please contact Ellie Rusonik, Associate Vice President, KCI Search + Talent or Christine Cho, Senior Search Consultant by email at [IRCOM@kcitalent.com](mailto:IRCOM@kcitalent.com).

Interested candidates are invited to send a resume and letter of interest to the email address listed above by **June 28, 2021**.

*All inquiries and applications will be held in strict confidence.*

*IRCOM is an Equal Opportunity Employer. Interested applicants can identify themselves as belonging to any of the following groups: women, Indigenous peoples, refugees, immigrants, visible minorities, persons with a disability, or any other groups that are typically under-represented in the workplace.*

Compensation: The salary range for this position is \$83,000 - \$99,000

## **Executive Director** **Immigrant and Refugee Community Organization of Manitoba (IRCOM)**

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### **THE OPPORTUNITY**

IRCOM is seeking a compassionate, creative, and collaborative leader as their next Executive Director. Our community minded organization is celebrating its 30<sup>th</sup> anniversary of welcoming newcomers and refugees, and the new Executive Director will lead us through post-pandemic recovery and into continued success. The Executive Director will provide forward thinking leadership in overseeing the delivery of IRCOM's strategic plan and priorities, for enhancing its facilities, operations, programs, and services and ensuring strong overall performance in meeting its mission within available resources.

Reporting to the Board of Directors and leading a highly committed, passionate, and capable management team that supports almost 60 diverse staff across two locations (IRCOM Ellen and IRCOM Isabel) the Executive Director will be a champion for refugees and other newcomers who builds community through trust and respect. Guided by IRCOM's strategic priorities, the Executive Director will develop overarching organizational operational plans, delegating program plans to lead staff as appropriate.

With a proven track record in managing a social purpose not-for-profit organization, the successful candidate will lead the execution of IRCOM's operational plans aligned with its strategic priorities.

The Executive Director will cultivate and build effective partnerships with donors, governments, community partners, media, and other stakeholders to diversify revenue, enhance the profile of IRCOM, and ensure its high level of service delivery.

The successful candidate will work collaboratively with staff and senior volunteers, building on and honouring the rich history of IRCOM, while inspiring vision and innovation to drive future growth and organizational development. The Executive Director will engage with the IRCOM community to understand their needs and concerns and encourage and support their self-efficacy and voice. The Executive Director will embrace the rich diversity of the communities, making room for more voices including Indigenous and refugees and be a strong advocate in shaping the future of the multicultural city of Winnipeg.

### **ABOUT IMMIGRANT AND REFUGEE COMMUNITY ORGANIZATION OF MANITOBA**

IRCOM is a one-of-a-kind place providing long-term, affordable, and safe housing for newcomer, predominantly refugee, families from more than 20 countries, together with holistic, wrap around programs and services for parents and children alike. IRCOM operates two residential buildings in the heart of Winnipeg, a 60-unit housing complex at 215 Isabel Street and a 66-unit housing complex at 95 Ellen Street.

IRCOM is the receiving family for those who have no one in Canada to receive them; a home where each person finds belonging and dignity, all of which is essential so they can meaningfully integrate into their new community.

## Vision

*A Community of Belonging.*

## Mission

IRCOM strives to empower newcomer families to integrate into the wider community through affordable transitional housing, programs, and services.

## Values

### **We put People First**

We are a loving, welcoming community – an extended family – where everyone has a voice and where every voice counts. We go the extra mile to walk beside newcomer community members on their settlement journey. At IRCOM, we honour each story and embrace people’s traditions and cultures.

### **We are Agents of Change**

At IRCOM, we listen to community needs and work to make positive changes. Sometimes this means innovation and thinking “outside the box” to find a solution. Sometimes, it means having the courage to speak even when your voice shakes. And always, this means supporting and being an ally for all newcomers, regardless of status.

### **We are Holistic**

IRCOM’s all-inclusive, wrap-around model aims to meet the needs of newcomers at many levels including physical, social, and emotional. Beginning with a safe place to call home, we provide whole family support and never give up on our children, youth, or adults.

### **We Value Integration**

At IRCOM, we believe integration is a two-way street – this means that we assist newcomers to adapt to Canadian society and help Canadians adapt to our evolving society. We work to build bridges and connections between all communities.

### **We Value Independence**

IRCOM values the wisdom, experience, and skills our newcomer community members contribute. We also know that it can take time to adjust to a new home. So, at IRCOM, we provide opportunities, including employment, to support our families move toward independence and success. In this spirit, IRCOM offers a “hand-up, not a hand-out.”

At IRCOM, we love our community. We are full of hope and optimism.

Here, everyone should feel welcome, safe, and respected. We believe that we are not just ‘clients’ ‘staff’ or ‘volunteers.’

We are all part of the same community.

## We Value Diversity

At IRCOM, we have a passion for a society made of many peoples; this means we are open-minded, inclusive, and respectful of others. IRCOM is committed to having a diverse team of staff and volunteers that includes those with lived immigrant and refugee experiences. We seek to be representative of the newcomer community we serve, at every level of the organization. Our community members are not just participants, but active decision makers.

## We Value Partnerships

At IRCOM, we know we cannot work alone. We must reach out and build strong partnerships with those who share our values so that the newcomer community has good services and supports that work together for their benefit.

## STRATEGIC PRIORITIES

### IRCOM's new Strategic Plan in near completion with the following pillars identified:

- Develop Sustainable Organizational Systems and Structures
- Establish Clear Vision for Social Justice Advocacy Roles and Goals
- Stabilize Funding
- Pursue Program Excellence Verified by Evaluation

## OVERVIEW OF PROGRAMS



IRCOM's three-year transitional housing allows tenants access to settlement resources and wrap-around supports like childcare and education within their building.



Our After School Programs (ASP) provide opportunities for newcomer children and youth to learn, play, and develop essential skills for life in Canada.



The Newcomer Literacy Initiative (NLI) provides Adult English as a Second Language (ESL) literacy classes to newcomers who cannot access mainstream programs due to childcare commitments or mobility issues.



Child Care Program (CCP) provides on-site support for parents attending programs or workshops.



Our Asset and Capacity Building Programs (ACBP) aim to build the capacity of low-income households to gain essential financial literacy skills and the knowledge they need to meaningfully participate in the social and economic aspects of Canadian life.



The Early Childhood Development (ECD) Hub, in partnership with Freight House Early Learning and Care, provides 22 licensed childcare and respite spots to families living at IRCOM House.



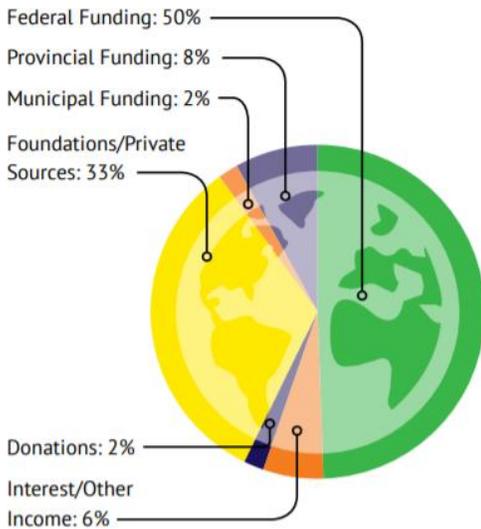
The Community Resource Program (CRP) provides direct support to the families living at IRCOM. CRP staff regularly schedule home visits with families to set goals for their future.

-  The Common Ground, Stronger Voices project brings Indigenous and newcomer communities together in an open learning environment.
-  At IRCOM Ellen, the Greening Program helps tenants transform balcony space into lush gardens. Leaders guide families through planting, watering, weeding, and harvesting.
-  Volunteers are key to offering the services IRCOM provides, and they also show the willingness of our community to help each other, to welcome new friends, and to spend time teaching and learning.

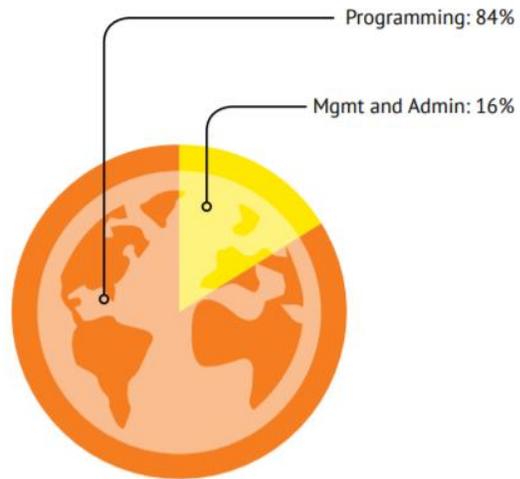


## 2019-20 Financials

### INCOME (\$3,773,157)



### EXPENDITURES (\$3,878,307)



**Deficit (-\$105,150)**

These figures are based on IRCOM's audited financial statements for 2019-20. A copy of our annual audited financial statements is available upon request.

## ADDITIONAL INFORMATION

- [About IRCOM](#)
- [Board and Staff](#)
- [Funders and Partners](#)
- [Overview of Programs](#)
- [2019-2020 Annual Report](#)

## THE IDEAL CANDIDATE

Warm, engaging, and passionate about helping newcomers find belonging in their new community, the ideal candidate will be a strong advocate for the unique wrap-around care that IRCOM offers for newcomers and refugees in the city of Winnipeg. With a deep understanding and appreciation for the needs and perspectives of the community that IRCOM serves, the successful candidate will be a values-driven leader with experience in the not-for-profit sector who pursues a community development approach to their work.

The Executive Director will lead with empathy, humility and ideally, draw on their own lived experience as a refugee or immigrant. As a community focused, hands-on leader, the ideal candidate will be deeply motivated by the principles of social justice, equity, and partnership and fully embrace the empowerment model that IRCOM is known for. The incumbent will have experience working with both Indigenous and newcomer communities and be intimately knowledgeable of the overall local context and nuances of the inner-city communities that IRCOM serves. The successful candidate will understand the changing landscape of immigration and refugee policies in Canada and its impact on the work at IRCOM and pursue creative and innovation solutions to ensure continued alignment of IRCOM's mission and values to the vulnerable communities they serve.

Diplomatic, compassionate, and with an inclusive approach to navigating complex relationships, the Executive Director will be an engaged listener who will be exceptionally skilled at building relationships, drawing on a deep understanding of marginalized and diverse communities. The ideal candidate will authentically cultivate and build collaborative partnerships with donors, governments, community partners, media, and other stakeholders to diversify revenue, enhance IRCOM's profile, and ensure excellence in service delivery. The Executive Director will be a thoughtful and creative resource mobilizer, adept at pulling together funding opportunities from multiple streams, and show discernment on supporting programs that have the largest impact while creatively addressing the challenges of the current funding model.

The Executive Director will build on the passion and commitment of a highly engaged staff, viewing them as partners, empowering the teams to reach their goals while encouraging autonomy and accountability. Inclusive and approachable, the successful candidate will proactively seek and listen to ideas from all levels of the organization. They will use clear and open communication to offer expert guidance, delegation, support, and coaching to staff, while valuing and embracing diverse experiences and understanding the nuances of communication within the context of varying cultures.

As the organization moves forward, the ideal candidate will recognize and appreciate the complexities around change management and organizational growth especially in the context of the settlement sector. The Executive Director will understand exceptionally how to lead, influence, and inspire diverse teams towards unity and collectively embracing a shared vision for the future.

## KEY AREAS OF RESPONSIBILITY

### Board Relations

- Lead the execution of IRCOM's Strategic Plan, reporting to the Board with key performance indicators, ensuring the Board has opportunity to engage in key decisions.
- Communicate to the Board of Directors about emerging issues, priorities, current affairs, and other relevant information.
- Support the Board in fulfilling its governance role, ensuring Board members are well oriented to operational realities.

### Operational & Program Planning

- Develop operational plans activating IRCOM's strategic priorities.
- Oversee the planning, implementation, and evaluation of the organization's programs and services.
- Oversee the management and maintenance of all buildings and facilities including capital planning for facilities improvements.

### Human Resources

- Guide staffing requirements for organizational management and program delivery.
- Oversee the implementation of the human resources policies, procedures, and practices.

### Financial Planning

- Ensure effective responsible financial management of the organization.
- Provide strategic direction to ensure financial stability and risk management actions are taken.
- Adhere to Executive Limitations, Executive Financial Controls, and all Board policies.
- Understand and speak to the organization's financial position.

### Communications

- Ensure IRCOM has a thoughtful communications strategy which positions the organization as a sector leader, trusted intermediary, and knowledgeable resource to the community.
- Lead opportunities to build IRCOM's profile, share our stories, and positive impacts.
- Identify opportunities to share evidence, promising practices, and organizational lessons.

### Community & Stakeholder Relations

- Act as a spokesperson and representative of the organization.
- Establish good working relationships and collaborative arrangements with community groups, funders, politicians, partners, and other organizations to help achieve the goals of the organization.
- Collaborate with government, agency partners, and civil society on shared issues and interests.

### Advocacy

- Strengthen IRCOM's reputation by engaging in public discourse on refugees and asylum seekers while advancing social justice and systemic change.
- Pursue strategies that build community knowledge of newcomer and refugee realities and contributions.
- Mentor and develop advocacy skills in staff and community members, supporting those with lived experience to have a prominent voice in broader discourse.

## Government Relations

- Develop, implement, and evaluate opportunities to strengthen relations with all levels of government.

## Fund Development

- Support IRCOM's fund development activities through community leadership and outreach.
- Cultivate and steward donors and prospects.

## KEY COMPETENCIES

- Experience in a senior leadership role in complex multi-stakeholder organizations.
- Accomplished networker and relationship builder experienced in representing an organization to stakeholders.
- Demonstrated success in initiating, planning, implementing, and evaluating programs and services.
- Experience in managing, leading, and developing staff. Experience leading in a unionized environment with knowledge and sensitivity regarding collective agreements is an asset.
- Deep understanding of the refugee and newcomer experiences and the systemic barriers present in mainstream culture. Lived experience as a refugee or immigrant is considered a strong asset.
- Experience creating an inclusive workplace that strives for equality, diversity, and inclusion.
- A comprehensive understanding of race and racism, anti-oppression, anti-racism, and anti-discrimination and their negative impacts on targeted individuals and communities.
- Knowledge of revenue generation best practices and experience diversifying revenue in a non-profit environment.
- Experience leading in a multi-site environment with dispersed staff and resources is considered an asset.
- Demonstrated strategic thinking skills.
- Experience with risk assessment and financial management.
- Ability to challenge the status quo and develop people to exceed their potential.
- Sound judgement and decision-making skills.
- Knowledge of Board processes and Board reporting in the not-for-profit sector.
- Outstanding communication skills – oral, presentation, written; the ability to listen well, and communicate to both internal and external audiences.
- Success in roles requiring execution of multiple tasks while responding to multiple priorities.
- Post secondary education in a relevant field or an equivalent combination of education and experience.

Those candidates with lived experience as a refugee or immigrant are particularly encouraged to apply.

## BOARD OF DIRECTORS

**Paula Hamilton**, *President*  
**Lawrence Deane**, *Vice-President*  
**Harun Kibirige**, *Treasurer*  
**Shauna Labman**, *Member at Large*  
**Signy Gerrard**, *Member at Large*  
**Ivy Mannil**, *Member at Large*

**Thomas Miles**, *Member at Large*  
**Beyen Embafrash**, *Member at Large*  
**Kathleen Legris**, *Member at Large*  
**Yalady Linares Vancol**, *Member at Large*  
**Johise Namwira**, *Member at Large*

## LEADERSHIP BIOGRAPHIES

### **Paula Hamilton, President, Board of Directors**



Paula Hamilton has been a Board member of IRCOM for 5 years and is currently the Board President. Paula is a lawyer by training with experience in both the private and public sector. For the last 15 years of her career, she has used her legal training in different ways by working in the areas of human rights, respectful workplaces, and access to justice. She currently is the Executive Director at the Legal Help Centre, a non-profit organization that provides free legal information and support to socially and economically disadvantaged individuals in Manitoba, mainly in the areas of family law and civil disputes.

In 2012, Paula began her connection to IRCOM as a volunteer in the After School Program where she and her young son participated in the Literacy Program by reading with children. It was a chance to become involved in an organization that was helping immigrant and refugee families who were adjusting to life in Winnipeg but also a chance to demonstrate the value of both diversity and volunteering to her own child. She loved interacting with the children who had boundless energy to learn and have fun. At the same time, she saw firsthand the commitment and passion of the staff and management of IRCOM and was honoured to be asked to join the Board of Directors.

### **Lawrence Deane, Vice President, Board of Directors**



Lawrence Deane (Lawrie) is currently Vice President of the Board of IRCOM. Lawrie is a semi-retired Associate Professor of Social Work at the University of Manitoba. He taught for over two decades at the University's Inner City Social Work Program. Located off-campus, this program provides accessible university education to Indigenous students, refugees, and inner-city residents. Lawrie joined the Strategic Planning Committee of IRCOM in 2015 and the Board of Directors in 2016. He continues to chair the Strategic Planning Committee of IRCOM and participates in two research and evaluation projects focused on measuring outcomes of IRCOM's settlement work.

# IRCOM ORGANIZATIONAL CHART

