



Holstein Canada – Career Opportunity
Chief Executive Officer

CANDIDATE BRIEF



Holstein Canada – Job Opportunity: Chief Executive Officer

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HOLSTEIN CANADA: COMPANY PROFILE

The Holstein Association of Canada was founded in 1884 and incorporated nationally in 1901. Seen as a leader in dairy genetics domestically and around the world, it remains the only organization authorized to register Holstein cattle in Canada.

The Association is a non-profit, member owned and directed organization, made up of over 9,000 members across Canada. The purpose of the Association is to improve the Holstein breed through services and education; to prepare, maintain and make available a genealogical record of the breed; and to promote the best interests of all Canadian dairy producers, particularly the owners of Holstein cattle. Holstein Canada maintains the Holstein Herdbook under the Federal Animal Pedigree Act and provides many services to their members.

Vision

Engaged dairy producers. Profitable, healthy herds. A dynamic industry.

Mission

- Provide consolidated services and programs to meet the diverse needs of producers.
- Contribute to the management of data.
- Play a leadership role in the industry to create alignment or partnerships.

The Canadian Dairy Industry

The Canadian dairy industry is a strong and viable industry with 98% of dairy farms being family-owned and operated. Dairy farms can be found in each province across Canada with a large concentration (80%) located in Ontario and Quebec, 14% in the Western provinces and 6% in the Atlantic provinces. The average Canadian dairy farm milks 73 cows.

The Holstein Breed

The Holstein cow originated in the Netherlands. The first Holstein-Friesian cow to come to North America was imported from Holland to the United States in 1881. That same year, Holsteins made their way into the pioneer herd of Michael Cook and Son of Aultsville, Ontario. The vast majority of Holsteins in Canada today trace to two animals owned by Herman Bollert: Tidy Abbekerk and Aaltje Posch 4th.

While some breeders were skeptical of the black and whites in the early years, the Holstein proved her worth and became popular during the depression years when the economics of feed conversions were critical. Making up 93% of the national herd, Holsteins have outstanding milk production: each cow produces approximately 11,000 kg of milk per year.



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THE OPPORTUNITY: CEO MANDATE

Working in close collaboration with the Board of Directors and its Committees, the CEO will provide the leadership necessary to realize the organization’s strategic vision, ambitious objectives, and desired outcomes.

Mandate

With a main office located in Brantford, ON and reporting directly to the Board of Directors, the Chief Executive Officer (CEO) will have overall accountability for Holstein Canada’s organizational health and performance, including oversight of its finances, human resources, services and programs and communication with all stakeholders.

Achieving the strategic objectives set by the Board will require a seasoned leader who thrives on the challenge to meet an ambitious agenda, within an associative, non-profit framework, while adapting to an ever evolving technological, economic and legislative landscape. The mandate of the CEO is to provide direction and enable a management team of six as well as 80 talented staff working in the office, remotely, and in the field across the country.





THE OPPORTUNITY: CEO RESPONSIBILITIES

Members, Producers, and Industry Communications and Collaboration

Objective: Play a leadership role in the industry to create alignment or partnerships, and to deliver on members/producers needs for services and programs.

Tasks

- Establish and maintain two-way communication channels so that HC remains connected to members/ producers.
- Work behind the scenes to proactively cultivate healthy relationships across the industry, stay attuned to needs and goals of other stakeholders and monitor opportunities for collaboration or partnerships.
- Actively track and anticipate changes in the industry.
- Monitor changes in legislation, regulations, policies, and procedures applicable to the organization's operations.
- Attend industry functions and events selected in consultation with the Board of Directors, to continuously increase the awareness and uptake of Holstein Canada services and programs, to stay connected, and to monitor new opportunities.
- Develop and maintain effective relationships with various government agencies, as well as professional organizations such as consultancy firms and auditors.
- Participate on and liaise with industry committees as required.

Organizational Development and Direction

Objective: Lead the implementation of the organization's strategy, evaluate the success of the organization in reaching its strategic objectives, adjust operations to achieve desired outcomes.

Tasks

- Working with the senior management team, develop and implement a multi-year operational plan to achieve the strategic objectives and the outcomes expected by the Board of Directors.
- Ensure the operational plan has clear goals and targets, and then enable the management team to meet them.
- Oversee budgeting and actuals, departmental performance against goals, and overall execution of the strategic plan.
- Lead by example and create / sustain a values-driven culture across the organization, through effective, open, and frequent communication, regular performance conversations, and implementation of employee engagement mechanisms.
- Ensure suitable controls are established to safeguard the financial position of the organization.
- Ensure compliance with corporate policies and all applicable legislation.
- Ensure that suitable compensation, benefits, and development opportunities exist for all employees, volunteers, and contractors, within and a safe (psychologically and physically) and healthy working environment.



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THE OPPORTUNITY: CEO RESPONSIBILITIES (continued)

Board of Directors Liaison

Objective: As the sole employee of the Board of Directors, effectively liaise between the Board and the staff.

Tasks

- Work with the Board of Directors to develop strategic objectives and corporate policies.
- Work with the Board of Directors to establish workplans and agendas for the Board of Director meetings.
- Participate in Holstein Canada Board Meetings.
- Provide regular updates and reports to the Board of Directors on: The progress toward achieving strategic and operational objectives; The organization's financial position; The degree of alignment with industry trends and with members/producers needs.
- Consult with the Board of Directors on the selection and prioritizing of external activities.
- Keep the Board of Directors informed about operational activities, potential threats, critical changes in the industry, opportunities, and recommended actions.





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THE INDIVIDUAL: EDUCATION, EXPERIENCE

Holstein Canada requires a seasoned leader and an exceptional communicator able to build collaborative relationships with staff, members and producers, the Board of Directors, and other actors in the sector.

Holstein Canada is seeking a Chief Executive Officer with leadership and management experience in a service-oriented, non-profit organization reporting to a Board, who will derive immense satisfaction working on behalf of its members. With overall accountability for the day-to-day activities of Holstein Canada, experience in the effective management of people and budgets, is essential.

The new Chief Executive Officer will bring an optimal combination of the following education, experience and competencies.

Education

- Relevant bachelor's degree from an accredited educational institution.

Experience, Skills, and Abilities

Throughout your successful career to date, you have demonstrated the ability to:

- Bring intellectual leadership in informing senior management and / or the Board about the key issues, threats and priorities confronting an organization.
- Forge consensus regarding the tactics to undertake, the services/programs to offer, and the metrics/criteria to use when measuring the long-term success of an organization.
- Bring a wide perspective to manage multiple stakeholders with diplomacy, locally, nationally, and internationally, being sensitive to regional and cultural differences.
- Manage an ambitious agenda with limited resources, in a challenging economic environment.
- Address workforce challenges and to attract, retain, develop talent.
- Create an environment that fosters responsible risk-taking, innovation and creativity.
- Bring a track record of success in sustaining the financial performance of an organization.
- Take accountability for results and to articulate and apply lessons learned.
- Provide a leadership style that is authentic, consistent, and aligned with the organization.
- Operate in a fully bilingual organization. Being bilingual in French and English is an asset.



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THE INDIVIDUAL: COMPETENCIES

As the ideal candidate for CEO at Holstein Canada, you bring the following competencies and a willingness to continually grow in five key areas:

PROBLEM-SOLVING AND THINKING

- Thinking strategically and tactically.
- Analyzing and translating complex, conceptual issues into focused action.
- Engaging the right stakeholders at the right time when addressing critical issues.

EMOTION AND MOTIVATION

- Being adaptable, with a positive, optimistic outlook.
- Being decisive but having little need for power. Able to influence, with or without formal authority.
- Showing a drive for strong achievement and results orientation.

INTERPERSONAL RELATIONS AND COMMUNICATION

- Being humble, and an honest, direct, straightforward communicator.
- Conveying genuine attention and interest to the issues that are important to stakeholders.
- Developing and maintaining good collaborative relationships amidst conflicts and differences of opinion.

UNDERSTANDING OF SELF AND OTHERS

- Being confident and secure, recognizing own strengths and weaknesses.
- Being insightful in reading the needs and motivations of others.
- Being able to provide constructive input to the development of others.

WORK AND LEADERSHIP CHARACTERISTICS

- Being able and willing to meet the demands of a non-profit, lean, fast-paced, bilingual, national organization operating in multiple time-zones.
- Being curious, seeking to continuously improve understanding of stakeholders
- Being able to identify, adjust, and communicate priorities.



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APPLICATION: PROCESS AND CONTACT INFORMATION

Inquiries and Discussing Interest

If you have questions regarding this opportunity prior to submitting your application, contact the Board of Director's President, Ben Cuthbert, to schedule a brief, confidential conversation: bcuthbert@holstein.ca

How to Apply

To be considered for this opportunity, please submit a comprehensive résumé along with a cover letter. Ensure that your application materials clearly convey the alignment between our needs at Holstein Canada and your experience and career goals.

Submit your letter and résumé in confidence, to the Board of Director's President, Ben Cuthbert, via email: bcuthbert@holstein.ca

Equal Opportunity

Holstein Canada is an equal opportunity employer. We view diversity as a moral imperative and competitive advantage. We do not discriminate on the basis of race, religion, color, national origin, gender, sexual orientation, age, marital status, veteran status, or disability status. We plan and structure our interview to directly assess skills and experience.

Holstein Canada is an inclusive employer. Accommodation is available under the Ontario Human Rights Code. If you require a disability-related accommodation to participate in the recruitment process, please email bcuthbert@holstein.ca with "Accommodation Required" in the subject line to provide your contact information.





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Holstein Canada is a member-owned and directed association based in Brantford, Ontario. Established in 1901, and with a strong membership base stretching from coast to coast, its vision is to have engaged producers, with profitable, healthy herds, in a dynamic industry. To achieve this vision, Holstein Canada provides consolidated services and programs that meet the diverse needs of producers, contributes to the management of breed-related data, and plays a leadership role in the industry, to create alignment or partnerships. With 9,000 members, a staff of 80, and a budget of \$12 million, Holstein Canada carries a rich tradition and is readying itself for the future.

Reporting directly to Holstein Canada's Board of Directors, the Chief Executive Officer (CEO) will be responsible for the execution of the most recent strategic plan and for the overall health and performance of the organization. The CEO will tackle key organizational priorities such as: The improvement of current services in response to member and producer feedback; The expansion of services and programs to other dairy breeds, in Canada and in other countries; The development of partnerships with other organizations to provide new products or services where needed. The CEO will work on these strategic objectives while working within an associative framework and a service-oriented culture, where the viability of the organization and its success are measured by how Holstein Canada enables the success of its stakeholders. On a day-to-day basis, being the CEO of Holstein Canada means balancing three areas of responsibilities: Maintaining open communication and cultivating relationships with members, producers and the dairy industry; Overseeing the operations of the organization; And liaising with the Board of Directors.

At this time in the history of Holstein Canada, the CEO will succeed by bringing a demonstrated ability to: Manage multiple stakeholders and forge consensus with diplomacy, being sensitive to regional and cultural differences within Canada and abroad; and foster responsible risk-taking, innovation and creativity. The CEO will also be able to describe how, through a successful career to-date, they have made it a habit to take accountability for results and apply lessons learned.

The ideal candidate is a mature, humble, self-aware leader who thrives on enabling others. The CEO's people-first, service-oriented approach brings a level of curiosity and genuine interest in the issues that are important to the Board and to all external stakeholders. Internally, the management team and staff can count on the CEO's ability to listen, consider options and provide clear direction through frequent and straightforward two-way communication. The CEO's selfless leadership style motivates and influences others, with or without direct authority.

In addition to the leadership profile described above, the candidate brings experience in the agricultural or related sectors. The CEO has worked effectively within a Board-led organization and understands good governance. Bilingualism (English and French) would be an asset.

To explore this exciting opportunity further, visit Holstein.ca to download the detailed Candidate Brief. Inquiries and or detailed résumés with a cover letter can be sent, in confidence, to the Board of Director's President, Ben Cuthbert: bcuthbert@holstein.ca

Holstein Canada is an inclusive employer. Accommodation is available under the Ontario Human Rights Code. If you require a disability-related accommodation to participate in the recruitment process, please email bcuthbert@holstein.ca with "Accommodation Required" in the subject line to provide your contact information.

