



CASS

## Senior Leadership Team

### Terms of Reference

#### Mandate:

The CASS Senior Leadership Team (SLT) is the standing Governance and Decision Making body of the agency. The CASS Directors are a collaborative Leadership Team who provide oversight, direction and support to the management and coordination of the human, financial and physical resources of the organization. The SLT will meet formally every week to address organizational governance and development within a collaborative, complementary leadership model which consistently reflects transparency and accountability.

#### Composition:

The Senior Leadership Team is comprised of the CASS Chief Executive Officer (CEO) and (minimum four) Directors representing multiple CASS programs and departments to ensure leadership is reflective of all agency domains and elements.

The SLT will utilize an Administrative Assistant (AA) to record and publish meeting minutes as well as to coordinate meetings and agendas as directed by the CASS CEO or SLT Members.

1. SLT Members will be responsible for reading any meeting material prior to the meeting, contributing to meeting discussions and taking on agenda items as per their areas of expertise.
2. The SLT sets quorum at (3/4) of the Directors. Meetings will not be held unless there is quorum.
3. The SLT will maintain a standing meeting once a week – but will meet additionally depending on arising agency needs.
4. The SLT may invite non-members, as needed, to present on and help inform decision making.

#### Membership:

Title	Name	Program	Email	Phone Local
AA	Tara Deschner	Administration	<a href="mailto:tara.deschner@c-a-s-s.org">tara.deschner@c-a-s-s.org</a>	500
Director	Tracey Reece	CARS/CADO/ CAPA	<a href="mailto:tracey.reece@c-a-s-s.org">tracey.reece@c-a-s-s.org</a>	531
Director	Radost Alexandrov	Finance	<a href="mailto:radost.alexandrov@c-a-s-s.org">radost.alexandrov@c-a-s-s.org</a>	503
Director	Sean McEwen	CAES	<a href="mailto:sean.mcewen@c-a-s-s.org">sean.mcewen@c-a-s-s.org</a>	570
Director	Kyle Maclean	Operations	<a href="mailto:kyle.maclean@c-a-s-s.org">kyle.maclean@c-a-s-s.org</a>	508
CEO	Steven Law	Agency	<a href="mailto:steven.law@c-a-s-s.org">steven.law@c-a-s-s.org</a>	501

Last updated 2019-03-05



CASS

## Team Resources:

1. Meeting Space: The CASS Main Office Board Room or Media Room.
2. CASS File Server: Z:\Program Managers
  - a. The CASS File Server is accessible on the CASS Main Office Network which is also available remotely via Virtual Private Network (see reference material on <https://c-a-s-s.org>)
3. CASS Email
4. Mailing List: [directors@c-a-s-s.org](mailto:directors@c-a-s-s.org)

## Accountability:

Organizational Development / Governance

Financial Management / Fund Development

Human Capital Engagement / HR Management

Each CASS SLT Member / Director brings specific areas of expertise to the SLT within a complementary leadership model which capitalizes on the collective knowledge and resources of the entire team.

Each CASS SLT Member is responsible within this model to fulfil to the best of their specific abilities and expertise the duties and responsibilities outlined in the SLT Director Position Description.

All CASS SLT Members are accountable to each other as a team.

## Stakeholder Engagement:

1. Work with community partners to develop and implement collaborative initiatives
2. All CASS Committees report to / make recommendations to the CASS Senior Leadership Team.
3. The SLT liaises with core funders via monthly meetings.
4. The SLT hears recommendations from the CASS Client Advocacy Group
5. Program Directors on the SLT solicit input from, update and inform team members from their respective programs as is required.

## Process:

1. Workflow will be managed by organizing SLT meeting agenda items, based on the applicable required action, into the following categories:
  - a. New / urgent business
  - b. Administrative Efficacy
  - c. Employee Engagement and Organizational Culture
  - d. Governance
  - e. Communications
  - f. Program reports



## CASS

2. The status of agenda items will be tracked to help ensure that strategic objectives and priority agenda items are completed within a timely matter. The status of SLT agenda items will be managed and organized, based on the applicable status, into the following categories:
  - a. Recorded Action (Action Required, In Progress, Completed or simply an 'Update' )
  - b. Persons Most Responsible

### Purpose Statement:

All SLT work and decisions should be good for the agency - good for our clientele – good for our staff.

### Decision Making Processes and Protocols:

1. The SLT agrees to utilize the group's collective wisdom and experience to enhance decision making. We resolve to identify problems and decision making opportunities early, address these as a group to provide solutions or alternatives and arrive at consensus-based decisions
2. Address agency opportunities within a cost-benefit analysis model
3. Deal with operations separately from strategy
4. Put real choices on the table (minimum 3 alternatives before a strategy is chosen)
5. Focus on decisions over discussions (always move the discussion toward decisions)
6. Measure the real value of every item on the agenda (prioritize problems and opportunities)
7. Get Issues off the agenda as quickly as possible (maintain urgency, set time-lines etc.)
8. Make decisions stick (articulate, document decision and how it will be acted upon, monitor)

### Duties and Responsibilities:

The SLT will:

1. Fulfill its responsibilities under these terms of reference through a consensus-based decision-making process; consensus means substantial agreement of members without persistent opposition within a process which takes into account the views of all members.
2. Ensure that all materials produced by the SLT (written or otherwise) are clear, concise, logical and unambiguous.
3. Produce meeting minutes, progress reports and any written recommendations for use by the CASS Senior Leadership Team within 3 weeks of committee meetings, or upon request.
4. Meet, at minimum, twice per month – and where required outside of standing meetings.
5. Adhere to the Director Job Descriptions in the SLT Folder on the CASS file server.
6. Abide by the Problem Solving Approach to Conflict Resolution document in the SLT Folder.
7. Adhere to the CASS Meeting Ground Rules and Etiquette.

### Terms of Reference Amendment/Modification:

1. These Terms of Reference are subject to periodic review and may be amended or modified by the Senior Leadership Team with a 3/4 majority vote.

Terms of Reference Last Updated: 2019-03-05