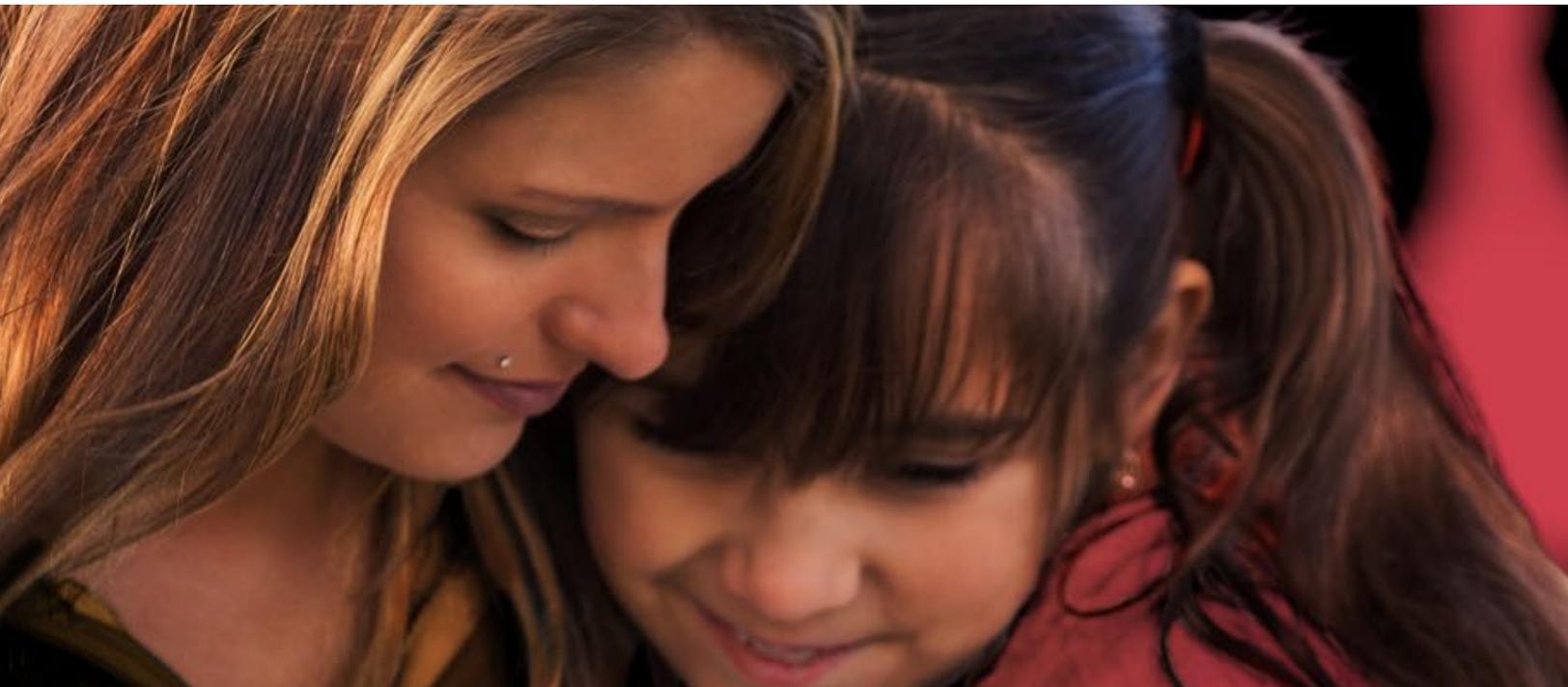




Calgary Homeless
FOUNDATION



OPPORTUNITY PROFILE

Director, Evaluation and Learning (HSSC)

TOGETHER TO ZERO

Calgary Homeless Foundation (CHF) is a registered charity with a vision and mission to end homelessness in our city. As effective stewards of funding, CHF invests in community and in Calgary's Homeless Serving System of Care (CHSSC) to achieve desired outcomes and impacts (population, program, system) in a cost-effective manner. Providing Systems Level Leadership to CHSSC, CHF leverages research, data, system planning, coordination, and funding to address gaps and define best practices to improve outcomes and optimize client success. CHF leads with a collective impact framework and is committed to moving forward in partnership with all orders of government, public systems, homeless-serving agencies, the private sector, faith-based communities, foundations, and all Calgarians, to achieve Functional Zero homelessness in our city.

People experiencing homelessness are not homogenous; there must be a variety of programs, services, and levels of support that match their specific needs. With a \$60M annual programs and operating budget, CHF funds over 23 non-profit agencies delivering over 59 programs to meet the housing needs of Calgary's most vulnerable. CHF has recently finalized the development of a three year strategic blueprint and is committed to working with community and continually moving toward realizing our collective mission to end homelessness in Calgary.

For more information: www.calgaryhomeless.com

CALGARY HOMELESS FOUNDATION'S CORE VALUES

- **Catalytic Leadership:** We strive to find solutions with an intentionally innovative and creative mindset
- **Courageous Collaborators:** We seek out and leverage the positive power of collective wisdom
- **Evidence Inspired:** We are critical thinkers and embrace evidence to influence progress
- **Vision Dedicated:** We act with an inevitable belief that homelessness will be ended.

THE OPPORTUNITY

Reporting to the Vice-President, Homeless Serving System of Care (HSSC) the Director, Evaluation & Learning HSSC will provide strategic thought leadership and oversight of system evaluation and outcomes to CHSSC, ensuring it meets the needs of persons at risk of or experiencing homelessness. With a \$60M annual programs and operating budget, CHF funds over 23 non-

profit agencies delivering over 59 programs to meet the housing needs of Calgary's most vulnerable. This role is primarily responsible for overseeing the program and system performance, contracting, allocation, and reporting of the annual programs' budget and CHF's annual business plan related to the CHSSC.

In addition, CHF's work takes place in a broader ecosystem comprised of interrelationships between and among the populations at risk of or experiencing homelessness and stakeholders in the primary (public and preventive services) and default (CHSSC and other intervention supports) systems.

This role will be responsible for the development and implementation of an evaluation and learning framework, that represents CHF's commitment to engaging multiple perspectives and experiences within the CHSSC to maximize our collective learning capacity. This framework includes technological, evaluative and social tools to support three key pillars: measurement (accountability); open learning (innovation) and sensemaking (strategic learning) through evaluation metrics and leveraging methodology from outcomes mapping and outcomes harvesting. The Director Evaluation & Learning HSSC role will partner with CHF's Director Data & Analytics (Homelessness) to advance service delivery models that improve the overall system, program and client well-being outcomes.

This role will also provide direct leadership, coaching and support to a team of Systems Planners.

ACCOUNTABILITIES AND DELIVERABLES

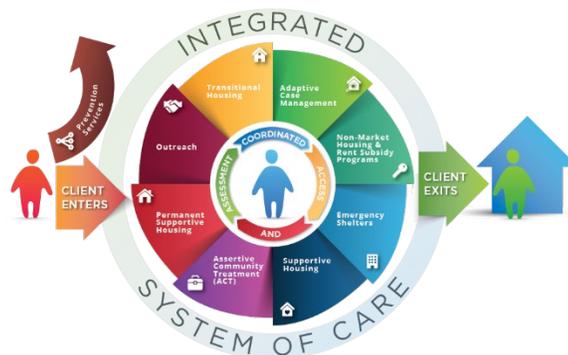
- Lead the development and implementation of an evaluation and learning framework, which focuses on measurement; Open Learning; and Sensemaking through:
 - Outcomes mapping and outcomes harvesting
 - Evaluation of program outcomes that drive financial decisions within CHSSC
 - Leading the development of System Effectiveness Indicators
 - Evaluation of Key Performance Indicators (KPI's) and recommended changes
 - Interpretation of evaluation findings
 - Development of internal evaluation capacity within CHF
- Identify opportunities to advance understanding of Indigenous ways of knowing and paradigms of practice
- Build connections and protocols within and between the homeless serving and mainstream systems, including human services, Indigenous leaders and organizations, corrections, health, education, children's services, etc. to identify critical pathways into homelessness and introduce effective strategies to prevent and divert people from entering homelessness
- Partner with the Director Data & Analytics to develop action plans and systems to facilitate and track implementation of evaluation findings and recommendations and ensure the utility and feasibility of evaluation activities
- Redesign the Coordinated Access and Assessment program to become a Coordinated Entry and Assessment program, which includes a focus on cultural sensitivity and safety for Indigenous peoples
- Build and strengthen community and stakeholder partnerships including shelter optimization, 7 Cities, Aboriginal Standing Committee on Housing and Homelessness, funded agencies, funders, and the Collaborative for Health and Home
- Direct the implementation and monitoring of standards throughout CHSSC and coordinate the CHSSC accreditation processes
- Provide input and recommendations to annual HSSC department operations and program budgets
- Develop the annual HSSC business plan to align with CHF's 3 Year Strategic Blueprint
- Manage the federal and provincial government programming; advocate for program funding to match demands and oversee funding obligations from all four orders of government; supervise reporting requirements; implement investment performance management, compliance monitoring and evaluation processes to support ongoing quality improvement and strategy development

- Ensure that CHF maintains fiduciary responsibilities to meet funding and grant obligations through funded programs performance management (e.g. KPIs)
- Oversee development and implementation of training and capacity building programs for the CHSSC
- Create, build and sustain professional partnerships with public systems, and not-for-profit agencies to foster an integrated system of care that supports timely client access to client-centered services and housing
- Direct the implementation and monitoring of standards throughout CHSSC and coordinate the CHSSC accreditation processes
- Conduct regular quarterly community and internal committee meetings to discuss strategic directions and disseminate HSSC learnings
- Attend and participate in external CHSSC Committees and working groups
- Lead annual performance review activities as required by funders and in collaboration with Contracts and Procurement, ensure funding allocations (e.g. Grants, RFPs, etc.) are meeting the needs of the CHSSC

THE PERSON

- The ideal candidate will have, at minimum, a bachelor's degree with preference given to candidates with a master's degree in business, industrial engineering, evaluation and research or other relevant discipline
- Minimum ten years' experience in finance, evaluation or program design with at least five of these years in a leadership role
- Strong background in evaluation and research methodologies
- Knowledge of non-profit/social sector or homeless services and processes would be an asset
- Experience in holistic evaluation processes or alternative ways of evaluation considered an asset
- Experience in utilization-focused evaluation, outcomes mapping and outcomes harvesting
- Experience in program budgeting, forecasting and monitoring
- Experience in contract negotiations considered an asset
- Ability to identify and assess existing data sources for their potential in program evaluation
- Ability to work with stakeholders to present analyses, find common themes, and identify relevant and actionable findings from evaluations

Calgary's Homeless Serving System of Care



COMPETENCIES AND PERSONAL CHARACTERISTICS

- **Culturally Congruent:** A passion for, belief in and communication of the CHF vision, mission and values. Will promote a transparent, ambitious, goal and achievement-oriented culture. Demonstrates a strong service ethic and customer service approach.
- **Building Effective Teams:** Creates strong morale and spirit in the team; shares wins and successes; fosters open dialogue; delegates appropriately to team; defines success in terms of the whole team; creates a feeling of belonging in the team.
- **Collaborative and Collegial:** Works well with others, whether at the most senior levels, with direct reports or with others across the organization. Understands how to work with the community in a collaborative manner.
- **Analytical:** Able to quickly assess information across multiple contexts; build appropriate plans and execute those plans flawlessly. Willing to work at all levels - from broad strategy to execution detail.
- **Strategic Perspective:** Has the ability to adopt a long-term view of CHF strengths and weaknesses and see the whole picture in complex situations.
- **Results Oriented:** Sets high standards of performance including setting goals and priorities that maximize available resources to deliver results against the CHF direction, objectives and public expectations. Will monitor progress and make adjustments as necessary on an ongoing basis.
- **Project Management Skills:** Proven strong project management skills with ability to multi-task and set priorities within tight timelines.
- **People Development:** Demonstrated commitment to promote and foster the long-term success and growth of employees, including identifying developmental opportunities and providing coaching and follow through to achieve goals.
- **Enhancing Organizational Image:** Focus on building and protecting the image, reputation and long term interests of the CHF including promoting the CHF's reputation as a leader in ending homelessness.
- **External Awareness & Political Acumen:** Clear understanding of relevant economic, political, social and demographic issues impacting CHF and demonstrated ability to mitigate risks and explain the impact of external events on CHF.
- **Resource Management:** Identify, obtain and effectively allocate resources required to achieve CHF goals and applies appropriate resources to problems and opportunities.
- **Credibility:** Demonstrated ability to build organizational trust in their professionalism, expertise and ability to create solutions and deliver desired outcomes.
- **Honesty & Integrity:** Demonstrates the highest levels of honesty and integrity in all dealings with internal and external stakeholders.

COMPENSATION

A competitive compensation package will be provided including an attractive base salary and excellent benefits. Further details will be discussed in a personal interview.

FOR INFORMATION: PLEASE CONTACT

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