

BRITISH COLUMBIA TURKEY MARKETING BOARD

POSITION DESCRIPTION

Position Title

Chair

Location

The administrative office of the British Columbia Turkey Marketing Board (Turkey Board) is located in Surrey, British Columbia.

Turkey Board Purpose and Mandates

The Turkey Board is a specialized body created by a regulation under the *Natural Products Marketing (BC) Act* to regulate the production and marketing of turkeys in BC in accordance with the *principles of supply management*. The Turkey Board is accountable to the supervisory board, the British Columbia Farm Industry Review Board (BCFIRB) for effective administration. This includes the development of orders, policies and programs which achieve the government's economic policy framework objectives, achieve provincial objectives for maximal growth for British Columbia's turkey industry through national negotiations and agreement, and achieve a fair balance amongst industry members with differing, and at times, competing economic interests.

The Turkey Board has a part-time chair appointed by Order in Council and three part-time members elected by registered turkey growers. The Turkey Board has **three** full-time staff. It operates on a current operating budget of approximately **\$1,000,000** per year which is funded by levies paid by registered turkey growers.

The impact of the Turkey Board's decisions may be considerable and may involve substantial economic implications for individuals within the British Columbia turkey industry and for the turkey industry as a whole. Persons aggrieved or dissatisfied by an order, decision or determination of the Turkey Board may appeal that order, decision or determination to BCFIRB.

Nature and Scope of the Position

The chair is a challenging, exciting position responsible for leading the Turkey Board to achieve industry growth and development and to fill market opportunities through the creation of strategies and results-oriented, effective and efficient decision-making.

The chair of the Turkey Board must not have interests which create a conflict of interest with the performance of his or her statutory duties. All members of the Turkey Board, including the chair, are expected to maintain the highest possible standards of conduct and governance. They must comply with the rules of natural justice and the principles of administrative law and must have objective and balanced judgement, and the ability to make fair, consistent and timely decisions.

The chair is required to pursue professional development opportunities to support the function of chair and to lead strategic board/industry initiatives. The chair ensures the orientation and training of new Turkey Board members. The chair will also lead initiatives to promote the Turkey Board's function and the turkey industry and will be the lead spokesperson on Turkey Board related matters.

Program Linkages

The chair has ongoing contacts and relationships with: the Minister of Agriculture, Food and Fisheries (Minister); the chair of BCFIRB; members and staff of BCFIRB; other government officials; growers and other stakeholders in the BC turkey industry; processors and other downstream users of turkey; the BC Turkey Association; other BC commodity boards; the Canadian Turkey Marketing Agency; individuals and organizations who appear before the Turkey Board; and with members of the public.

The chair participates in policy discussions with the Ministry of Agriculture, Food and Fisheries, BCFIRB and others about the Turkey Board's role, jurisdiction and strategic directions.

Accountabilities

The chair, while maintaining the Turkey Board's statutory decision-making independence, must ensure that the Turkey Board establishes and effectively manages a strategic direction and, on behalf of the Turkey Board, must:

- enter into a memorandum of agreement with BCFIRB and the Minister;
- ensure that a timely and accurate flow of information is provided to BCFIRB, the Minister and to registered growers and other industry stakeholders;
- provide reports as required, and to meet with BCFIRB and the Minister to discuss issues of mutual concern; and
- ensure that an annual report on the work and activities of the Turkey Board is prepared.

Duties and Responsibilities

In fulfilling his or her obligations as chair of a regulatory body, the chair must ensure that the Turkey Board:

1. in consultation with BCFIRB and all industry participants, develops and maintains a strategic plan and annual operating plans that reflect a forward-looking, long-term industry strategy;
2. develops orders and policies concerning its jurisdiction and procedures, ensuring consistency with the governing legislation and regulations;

3. analyses and interprets complex arrays of statistics related to production, product quality and consumption patterns coupled with industry economic, market demand, trade and political impacts;
4. effectively represents provincial interests when negotiating with other provinces and the Canadian Turkey Marketing Agency on issues related to allocation and other issues in the context of competitive pressures and changing provincial, inter-provincial and international developments;
5. ensures that the federal-provincial agreement for turkeys supports a sustainable system that provides British Columbia with opportunities for economic growth and ensures that such economic growth is fairly allocated to all British Columbia turkey production sectors;
6. establishes and maintains regular, visible and open channels of communication to foster constructive, open and ongoing working relationships with growers, processors and other industry members;
7. has its orders and policies available and accessible to the public;
8. has sufficient financial and human resources in place and that human resources are engaged, developed and deployed effectively;
9. has effective financial, accounting and control systems in place as well as appropriate risk management systems and a code of ethical conduct including a conflict of interest policy; and
10. makes recommendations to BCFIRB and the Minister for amendments to the enabling regulations as necessary.

In fulfilling his or her obligations to the government, the chair:

11. provides guidance to Turkey Board members and staff in determining suitable approaches on complex issues;
12. as head of the public body, oversees responses to requests to the Turkey Board for information under the *Freedom of Information and Protection of Privacy Act*;
13. develops and adopts effective programs for the orientation and training of Turkey Board members, to provide the tools required for effective teamwork, leadership, problem solving and decision-making;
14. establishes quality performance and productivity standards for members of the Turkey Board and regularly evaluates the members according to those standards; and
15. may participate in the recruitment and selection of new Turkey Board chairs.

Selection Criteria and Required Competencies

General Qualifications

Candidates for appointment as the chair of the Turkey Board are expected to have the following minimum or equivalent qualifications and experience:

- experience at a senior level (industry or government) in production, processing or marketing
- superior organizational, management, negotiation and conflict resolution skills
- ability to set strategic directions and implement them to achieve success and change
- analytical and decision-making skills
- sound and practical judgement
- demonstrated superior written and oral communication skills
- excellent interpersonal skills
- basic computing and internet skills.

Preferred Attributes

Candidates with one or more of the following personal attributes will be preferred:

- demonstrated leadership in agriculture and/or agri-food related activities
- a general knowledge of the British Columbia agriculture or agri-food sectors
- participation within the federal-provincial context for agriculture and supply management and with the national and international trading environment for agri-food products.

Required 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.

Developing Others involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this

competency to be considered, the individual's actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.

Results Orientation is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement).

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.

Change 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.

Managing Organizational Resources is the ability to understand and effectively manage organizational resources (e.g., people, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.

Tools/Equipment

Members of the Turkey Board should own, operate and maintain their own equipment including phone, fax and a computer with internet and electronic mail access and any office furniture or supplies required.

Working Conditions

Depending on the issues before the Turkey Board, the chair can expect to work up to five to seven days per month and must be flexible in his or her availability. Frequent travel within and outside the Province is expected.