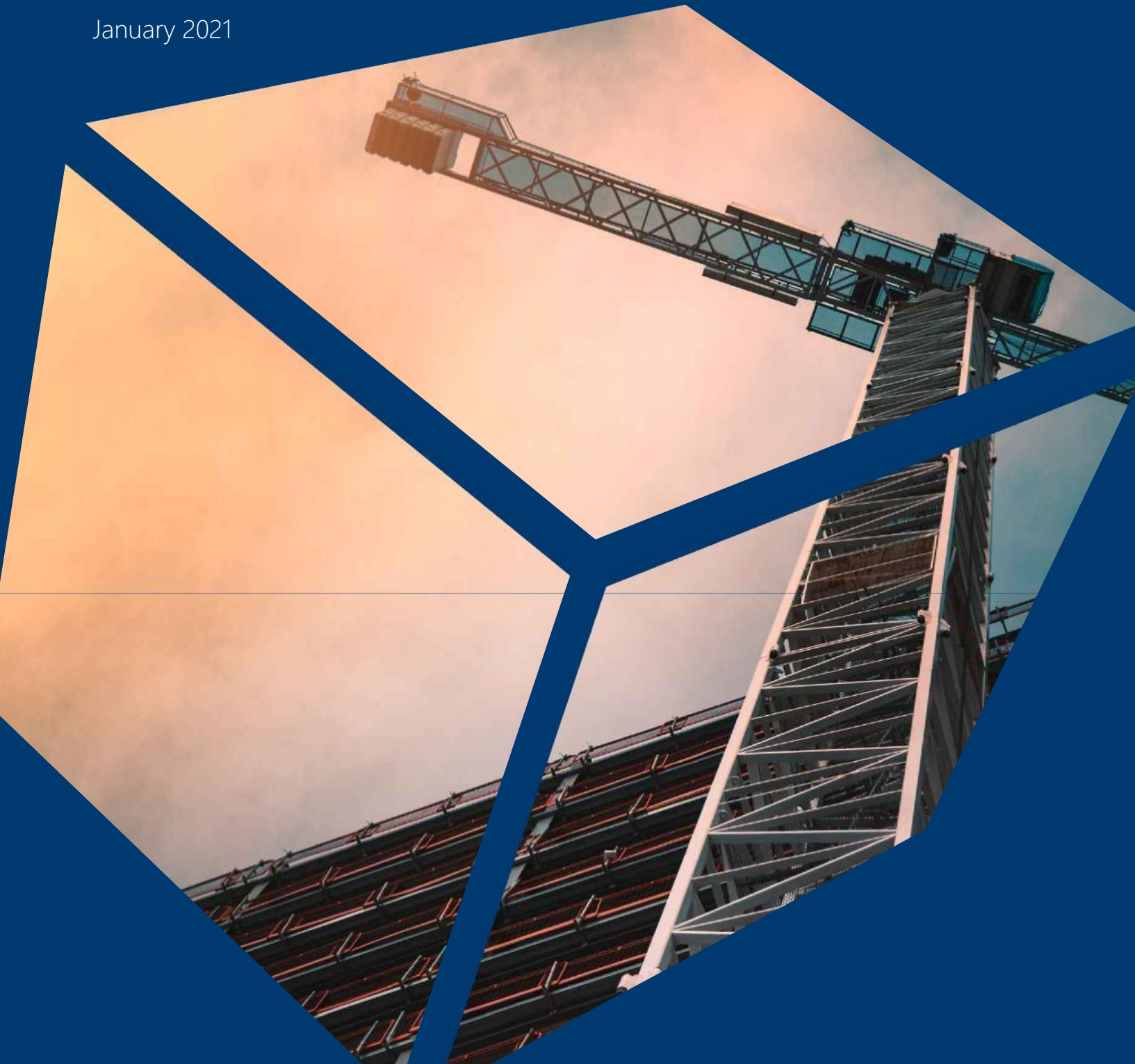




Candidate Brief for the position of Assistant Vice President Infrastructure BC

January 2021



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About Infrastructure BC

Infrastructure BC supports the public sector by providing leadership in the procurement of complex capital projects. Operating since 2002, working with owners, the Crown corporation has led 64 completed project procurements throughout Canada with a value of \$23 billion.

Infrastructure BC works to improve the lives of people and communities in British Columbia. Not only do the infrastructure projects they lead improve the day-to-day lives of residents, they also contribute to local job creation and support a strong and sustainable economy.

Infrastructure BC acts as an interface between public sector entities and private sector companies in the procurement and delivery of complex capital projects. Infrastructure BC's services include:

- Project planning
- Concept plan and business case development
- Procurement advice and management
- Design and construction advisory
- Contract administration
- Project communications support

Infrastructure BC supports the public sector by providing leadership in the procurement of complex capital projects. It is British Columbia's provincial centre of expertise supporting the planning, procurement and implementation of public infrastructure projects.

In the current fiscal year, Infrastructure BC supported the procurement of fourteen projects. Planning for the next

fiscal year indicates Infrastructure BC will likely support ten to fifteen projects in procurement.

In Budget 2020, the Government of British Columbia committed \$22.9 billion in infrastructure spending, the highest capital spending in B.C.'s history. Infrastructure is a big part of the BC Government's plan to keep B.C. moving ahead – building schools, hospitals, highways and more affordable housing that the growing province needs.

Infrastructure BC expects to focus on the following strategic priorities in the coming year:

- Continue to **provide support for government priorities** as they relate to capital projects including, but not limited to, affordable housing, climate action strategies, mass timber and increasing childcare spaces.
- Continue to **work with the Ministry of Finance** to increase interest in public infrastructure projects by publishing an inventory of Provincial capital projects over \$50 million in the advanced planning and procurement stages every six months.
- Continue to **enhance the understanding of project owners in government** and other stakeholders of best practices in capital planning and procurement, help improve communication among these parties, and better understand stakeholders' needs.



Infrastructure BC has relationships with clients in B.C. including the Ministries of Transportation and Infrastructure, Health, Citizens’ Services, Public Safety and Solicitor General, Education, Tourism, Arts and Culture, and Advanced Education, Skills and Training, along with the provincial health authorities, school districts and several B.C. Crown Corporations. While the focus of Infrastructure BC is British Columbia (government) based work, when resources allow for it, Infrastructure BC also offers services to clients outside of the provincial government including local governments, other provinces, territories and the federal government.

In support of the provincial government’s priority to incorporate community benefits into major infrastructure projects, Infrastructure BC is working with owners and BC Infrastructure Benefits Inc. on projects to incorporate this approach. To date, these projects are the Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon – Phase 4 and Cowichan District Hospital Replacement.

Design and Construction and Implementation Advisory Services

Several of Infrastructure BC’s clients with existing capital delivery departments have limited capacity. To address this challenge going forward, Infrastructure BC will look to enhance its design and construction implementation advisory service offering where appropriate. The objective is to support clients as they implement projects while developing Infrastructure BC’s internal capacity for capital project delivery. This increases the likelihood of inexperienced owners delivering projects successfully, and allows lessons learned from the design and construction phase to be brought back into future planning and procurement phases.

Future Outlook for Infrastructure BC

The future outlook for complex capital projects in B.C. remains strong, and there is potential for a significant project flow in the coming years with the federal government’s continuing and new infrastructure funding programs. This creates increased demand for Infrastructure BC’s services, and with that demand comes the need for qualified resources. In the past two years, Infrastructure BC has added twelve new project staff in junior and senior roles. A number of significant infrastructure projects have been approved in B.C., and Infrastructure BC has a critical need to appoint two new Assistant Vice Presidents to support delivery of current and existing projects, and to take a lead role in developing current and future staff.

Corporate Culture

The corporate culture of Infrastructure BC is integral to its continued success. While all staff play an important role in maintaining a strong, positive culture, the management team is ultimately accountable for developing teams that support Infrastructure BC’s Mission, Vision and Values.



Opportunity

As an engaged member of the management team, the Assistant Vice President (AVP) supports implementation of corporate strategic initiatives. They proactively develop and engage staff. As one of the key leads, they provide senior project leadership on complex infrastructure projects. The AVP's primary responsibility is to develop and execute complex business cases and procurement processes. They also participate in market development and corporate decision-making regarding business development, stakeholder relations, and resourcing strategies.

Specifically, the role of AVP includes the following:

Responsibilities

Lead the development of complex projects; business cases; procurement processes; negotiations and implementation:

- Accountable for all aspects of project delivery; proactively address acute project/client challenges.
- Lead business case development.
- Develop and manage work plan, project schedule and budget towards the achievement of project objectives, milestones and deliverables.
- Oversee the procurement of advisors – technical, commercial, legal and other specialist advisors as required.
- Develop customized procurement strategies to maximize competition.
- Lead the evaluation of submissions during procurement; manage negotiations as required.
- Lead presentations to clients, stakeholders and market.
- Secure approvals from client, government and Infrastructure BC Board of Directors.
- Develop and implement effective communications strategies for stakeholders.
- Accountable for supporting a sustainable organization.

Provide leadership and guidance to project staff:

- Assemble and manage project teams of both Infrastructure BC and client staff.
- Lead, coach and support Infrastructure BC staff to achieve deliverables and meet expectations.

Strengthen client and stakeholder relationships:

- Lead role in building and maintaining strong, long-term relationships with clients to ensure high level of client satisfaction.
- Develop strong relationships with stakeholders.
- Monitor and proactively respond to client and stakeholder needs.

Support Vice Presidents in developing and acquiring new clients and projects, including:

- Identify and develop opportunities within various sectors.
- Develop new business opportunities with existing clients.
- Secure new engagements.

Provide corporate support:

- Utilize lessons learned from project work to lead the development and documentation of new methodologies, guidance papers, and approaches.
- Participate in corporate decision-making regarding business development, stakeholder relations, and resourcing strategies.



Budget Responsibility:

- Responsible for project deliverables on time and within budget.
- Accountable for staff utilization.
- Support the achievement of revenue targets established by the Infrastructure BC Board of Directors.

Reporting Relationships

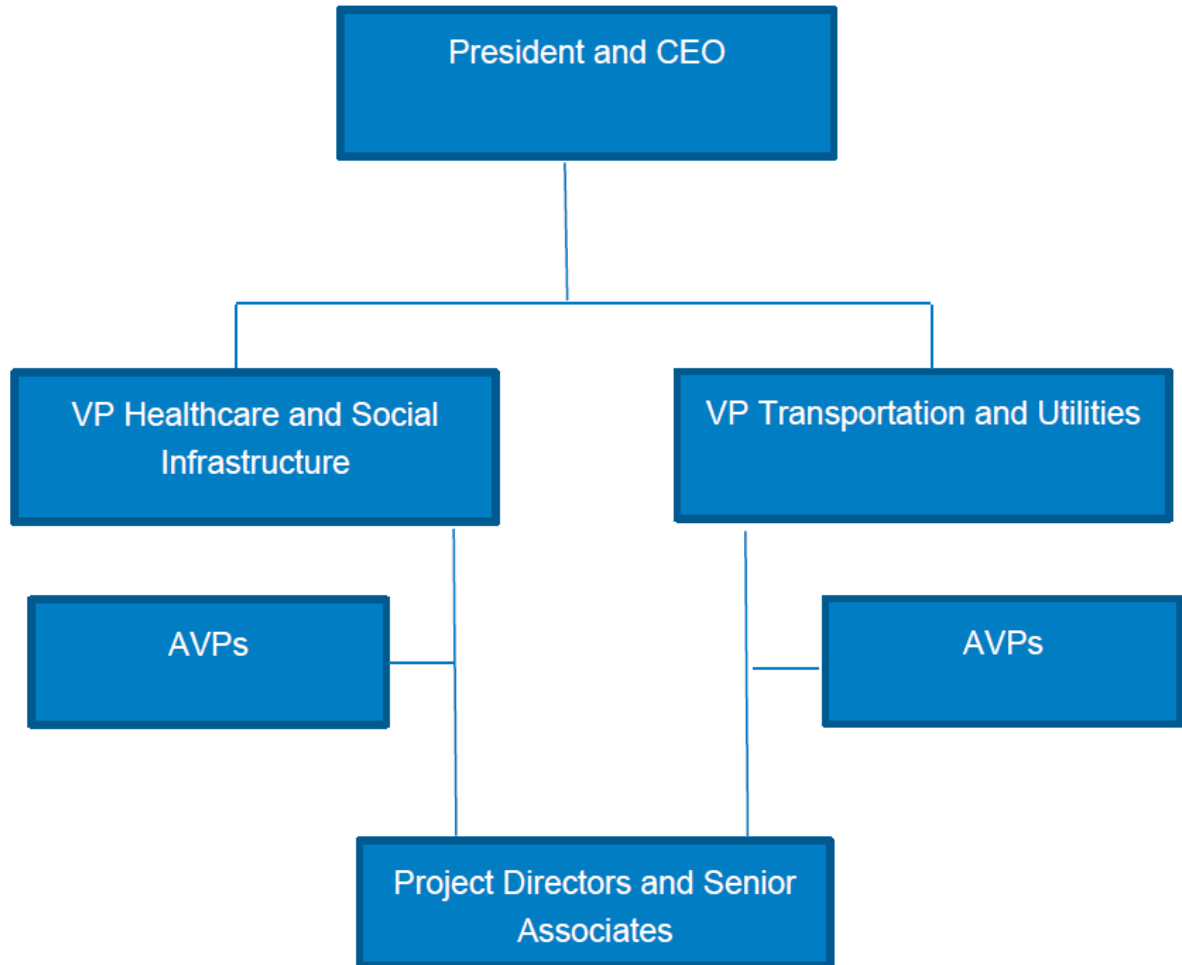
- Reports to Vice-Presidents
- Direct reports to AVP:
 - Project Directors and Senior Associates.
- Indirect reports to AVP:
 - Project teams that include client staff and compliance team members.

Success Factors After 12 months

- Demonstrated orientation to the process and procedures within Infrastructure BC.
- Gained a deep and broad understanding of Infrastructure BC's business and culture; developed effective working relationships with colleagues, leadership team and employees across the organization.
- Garnered trust and respect with the senior leadership team
- Earned credibility with the teams they oversee; provided support, guidance, coaching and mentoring to the teams through complex client projects.
- Demonstrated value and provided support and feedback during the course of business case development, procurement, and design and construction and implementation.
- Demonstrated proactivity in providing timely feedback to the Project Directors and Senior Associates.



Organizational Chart - Partial



The Individual

This individual will be a strategic thinker who possesses outstanding business acumen and leverages past experience, well-honed listening skills, keen judgment, patience and intuition to work effectively within a complex business environment. They will be an exceptional relationship builder, with a proven ability to identify opportunities, and possess the tenacity to realize them in the pursuit of successful results. This person will thrive in an entrepreneurial, collaborative, performance-driven environment.

Key Competencies

Infrastructure BC has developed five key competencies as indicated below, together with activities that demonstrate those competencies:

Leadership

- Leadership skills as a member of a management team and in creating, communicating, and implementing a vision for staff.
- Proactively coach and mentor teams to support employee development for individual and collective success.
- Guide and motivate teams to achieve success in the collaborative delivery of projects.
- Establish and communicate clear expectations to teams.
- Delegate effectively to support development opportunities for staff.

Client Focus

- Build relationships with new potential clients that lead to new business opportunities.
- Establish strategic client relationships with key clients – demonstrated by increased business activity with existing clients.
- Deliver superior client service; anticipate needs and expectations of clients.
- Respond effectively in challenging client situations.
- Manage multiple, sometimes competing, stakeholder needs.

Professionalism

- Demonstrate accountability, ethics, timeliness and quality in all aspects of work.
- Ensure project timelines and budgets are met.

Teamwork

- Act with accountability, integrity, and openness in all situations.
- Foster open communication.
- Work conscientiously as part of a dynamic working team.
- Demonstrate a consistently professional and respectful demeanour.
- A team player able to rally resources and work with others to meet the needs of the client and who takes pride in their work.

Business Focus

- Deliver on projects and assist clients in meeting their needs.
- Develop new engagements.
- Contribute to achievement of business objectives, and sustainability of the organization.

Education

- Post-secondary education in a relevant discipline.



Experience

- A minimum of 10 years relevant experience, at a senior project management level, in the planning, procurement and implementation phases of large, complex infrastructure projects.
- Proven experience leading large, multi-disciplinary teams.
- Experience leading procurement processes, ideally infrastructure projects.
- Demonstrated senior client relationship management experience.
- Experience in a public sector environment would be beneficial.

Skills and Abilities

- Ability to influence multiple stakeholders at a senior level.
- Superior communication skills, with the ability to communicate with all levels.
- Exemplary writing skills as there is a tremendous amount of written communication including reports, board presentations, contracts.
- Boardroom level communication and presentation skills; proven ability to conceptualize information and

provide clear, informed advice to executives, clients, business partners, and other stakeholders.

- Flexibility to apply existing experiences and knowledge in new ways; offer a creative approach to problem-solving within existing policy frameworks.
- Strong analytical skills to manage the development of complex procurement documents, business cases, and other critical project documents.
- Proven negotiation skills to obtain client approvals and finalize complex deals, with an ability to solve problems and find win-win solutions.

Personal Attributes

- Thrives in an entrepreneurial, fast-paced, and complex environment.
- Results oriented. Quick learner, self-starter, and exudes a “can do” attitude.
- Good understanding of team dynamics and cohesion.
- Has leadership presence.
- Does not shy away from difficult conversations, whether with clients or staff.
- Collaborative approach to problem-solving.
- Demonstrates good judgment and proactive planning on most issues.
- Empathetic and caring.



Steps in the Selection Process

Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your covering letter and comprehensive CV to the Odgers Berndtson Partner or Consultant named in this document or through the process described within our How to Apply section. Rest assured, all your personal information will be kept in the strictest confidence.

Preparation of a List of Candidates for the Committee's Review

Once we receive the resumes of those who express interest in the position, we compare them against the client's needs and also against the backgrounds of other candidates.

Interview with Odgers Berndtson

If your skills and background are commensurate with the client criteria, we would reach out for an initial interview to further explore interest and fit on your part, as well as for Infrastructure BC.

After the Interview

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including the compensation package and your alignment with the organization.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you think you are unlikely to accept the position should it be offered to you. If you have additional questions following our initial discussion, but your interest is tentative and you are still "exploring", please let us know. We can help you acquire the additional information you need.

Interview with the Infrastructure BC Selection Committee

If there is a desire on both our parts to proceed further, we will ask you and the other short-listed candidates to attend an interview with the Infrastructure BC Selection Committee. Our client plans to have at least one extensive interview with you on a scheduled day. A follow-up interview may be requested.

Steps Leading to an Offer

After you meet with the Infrastructure BC Selection Committee, we will advise you of their decision as soon as possible. If you are selected as a finalist candidate you may be asked back for another interview with the Committee. At this stage, the client will ask us to conduct reference checks and, possibly, a psychometric test. If you are the preferred candidate, and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.



Additional Information

Key Dates

Following a long list meeting of the Selection Committee, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson commencing March 15th. The final interview process is expected to take place from March 22nd-31st.

How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at: <https://www.odgersberndtson.com/en/careers/16979>

Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Diversity, Equity and Inclusion

Infrastructure BC and Odgers Berndtson are committed to employment equity, diversity and inclusion in the workplace; we welcome applications from all qualified candidates, including women, racially visible persons, Indigenous peoples, persons with disabilities, persons of the 2SLGBTQ+ community, and others.

In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and Infrastructure BC throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Fostering equity, diversity and inclusion in recruitment practices is a key aspect of the Odgers Berndtson search process. Should you choose to self-identify as a member of a designated group please access: <https://form.jotform.com/202334630121034>

Contact Details

For a conversation in confidence, please contact:

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Candidate Charter

Talented people are our lifeblood.

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we do not want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, we encourage you to contact our Chief Operating Officer, Deborah Lucas (deborah.lucas@odgersberndtson.com).





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