



Position Profile

Chief Client Officer

Reports To: Chief Executive Officer
 Organization: Manitoba Agricultural Services Corporation
 Date: April 2021

About The Manitoba Agricultural Services Corporation

VISION

To deliver exceptional public value by providing unique risk management solutions, targeted lending products and other land-based programs. We achieve this by knowing our clients, making it easy for them to do business with us and transforming the way we work.

MISSION

To provide diverse products and services that support the growth of agriculture in Manitoba.

VALUES

Innovation

We believe in learning from our experiences, implementing creative solutions and embracing change.

Excellence

We strive for accuracy and efficiency in everything we do.

Collaboration

We work with our clients and partners to advance common interests.

Accountability

We manage our resources responsibly on behalf of our stakeholders.

MASC BY THE NUMBERS

- 300 team members
- 10 ARD and MASC Service Centres
- \$360 million budget
- \$4.3 billion insurance liability
- \$950 million loan portfolio

The Manitoba Agricultural Services Corporation (MASC), is a provincial crown corporation that has evolved since the 1950s to meet the needs of Manitoba's agricultural producers and rural businesses.

Established in 2005 by *The Manitoba Agricultural Services Corporation Act* and through the merger of MCIC and MACC, MASC assists in building a strong rural economy with successful farms and businesses. It delivers a variety of services and programs including:

- Protection for agricultural producers against losses due to natural perils for most crops in Manitoba
- Access to credit through direct loans and loan guarantees
- On-line calculators and tools to assist producers with quick and accurate information
- The Manitoba Management Plus Program providing production and management data for benchmarking, marketing assessment and farm management

MASC has established strategic directions and operational strategies to achieve their mandate and vision.

Strategic Directions and Objectives:

Customer Focus

- Enhance existing and develop new products that meet the needs of the agriculture industry and align with government priorities.
- Provide products that will assist farmers in growing the rural economy.
- Transform service delivery to enrich client experience.
- Improve customer service across all communication channels.

Employee Excellence

- Maximize performance, engagement, and development of all employees.
- Develop employee skills and knowledge by supporting a learning environment.
- Support employee engagement and career development.

Business Processes

- Pursue customer-driven organizational change.
- Improve internal business processes.
- Increase the integration and availability of corporate information.

Financial Value

- Ensure long-term viability by attaining financial targets.
- Improve operational efficiency.
- Increase value for investment

About the Chief Client Officer

Reporting to the Chief Executive Officer, the Chief Client Officer (CCO) provides leadership and oversight to client service delivery ensuring quality and efficient customer service. As a member of the Executive Management Committee, the Chief Client Officer actively participates in problem solving and decision-making for a variety of strategic and operational issues, corporate planning and decision making.

The Chief Client Officer leads the design, development and implementation of progressive services and service delivery practices that will meet the changing needs of Manitoba's agriculture industry. The CCO builds and sustains successful relationships with a wide network of industry leaders, client groups, lending industry contacts and government officials. The Chief Client Officer will ensure there are processes and practices in place to maintain a current understanding of the agriculture industry, rural economies and the needs and issues facing MASC clients and this knowledge is reflected in the relevancy, efficiency and effectiveness of existing and future programs and services.

Individuals who are invigorated by the opportunity to lead client-centred service delivery through numerous channels and an expansive geography will want to explore this position.

Key Leadership Accountabilities

Accountability 1: Strategic Leadership And Planning

- As a member of the Executive Management Committee, actively participate in the development of MASC's strategic plan; operational policies and other decisions
- Develop a vision for the client service delivery function, aligned with MASC's vision and based on the needs and expectations of clients
- Actively support corporate change initiatives, especially when designated as the Executive Sponsor for a project
- Develop and implement processes and practices to consistently evaluate the needs of the clients and assess MASC's ability to meet needs and address future conditions or issues
- Create strategies to position the organization in the future by anticipating and acting on trends
- Contribute to the development of a comprehensive performance measurement framework aligned to the strategic plan with key and operational performance indicators and a system and process to analyze and report
- Within the corporate risk management framework identify all client service risks and develop risk management strategies based on the identification and evaluation of all risks and tactics to mitigate them
- Identify innovative and renewed products and service offerings based on the needs of the consumer and gaps in the market

Accountability 2: Operational and Performance Leadership

- Translate the vision, mission, values and strategic directions of the MASC strategic plan into a concrete, specific, understandable and measurable client service delivery operational plan
- Plan, manage and lead the marketing, delivery and administration of MASC's programs and services to achieve the established vision
- Develop customer service standards and ensure that staff understand and comply with those standards
- Develop and implement a consistent process to solicit feedback about the quality and effectiveness of services and incorporate into the development of continuous quality improvement directions
- Establish operational performance indicators and targets, aligned with key performance indicators
- Report on the operational performance using indicators, metrics and targets and measuring the effectiveness of the services and achievement of quality and service targets
- Ensure that procedures and policies are reviewed regularly to improve customer service and reduce administrative costs
- Resolve sensitive or complex client cases as required and prepare responses to inquiries
- Establish a service delivery model that achieves financial and customer service goals
- Monitor the performance of the division to ensure adherence to Board direction, established budgets and performance standards in the consistent delivery of high quality services to MASC clients
- Ensure regular reviews of performance against the goals of the organization are completed and provide clear monthly, quarterly, annual and ad hoc reports to the Chief Executive Officer or Board
- Establish processes and procedures to collect and analyze relevant data and information to inform decision-making regarding policy, program and service delivery initiatives

Accountability 3: Financial and Human Resources Management

- Participate in the establishment of the budget for the client service function based on a comprehensive understanding of drivers of expenses and revenues with a focus on long-term sustainability based on strong forecasting practices
- Develop and implement corrective action for performance variances against plan and budget
- Ensure the development, implementation and maintenance of an effective organizational structure and service delivery model for client service
- Build and sustain a cohesive, collaborative management team who are committed to the best interests of the MASC organization and who consistently explore opportunities to enhance services
- Provide leadership to management including delegating authority, coordinating, monitoring and evaluating all activities, mentoring and coaching
- Ensure that client service staff are working with colleagues within MASC and Manitoba Agriculture and Resource Development in a team environment in providing services to common clients.
- Develop and sustain a high-performance culture and environment where client service is emphasized, multiple perspectives are sought out, appropriate risks are encouraged and all employees are committed to excellence in service delivery and sustainability of the organization
- Implement strong human resource practices that ensure highly qualified staff are recruited and retained, performance expectations are clearly defined, workforce development and succession management are effectively implemented

Accountability 4: Stakeholder, Partner and Public Relations

- Liaise with the communications unit to jointly develop multi-faceted communication strategies and channels to ensure internal and external stakeholders, including the general public, are aware of the services provided by MASC, how to access these services and the organization’s progress towards goals
- Establish and maintain collaborative, ongoing relationships with executives and senior leaders/partners internal and external to the MASC organization including producers, producer groups, other lenders and agricultural insurance providers, Manitoba Agriculture and Resource Development and other government agencies
- Develop and sustain effective working relationships with service delivery partners, industry associations, clients and governments
- Maintain an active industry and community involvement
- Act as MASC’s spokesperson on client service matters, subject to guidelines established by the Provincial Government’s central communications authority and the CEO

Education, Experience And Competency Requirements

The Chief Client Officer requires strong leadership skills and the ability to build and lead high-performance teams.

The Chief Client Officer is responsible for ensuring the overall success of the client service function of MASC and requires strong leadership skills and the ability to develop and maintain an environment aligned with the organization’s key values. The CEO and Board of Directors will rely on the knowledge, skills and abilities of the individual in the role.

A strategic and forward thinker, the ideal candidate for this position will bring an advanced degree in business, finance, agriculture or a related discipline complemented with a minimum of five (5) years senior level experience in a relevant (service, agricultural, insurance or finance) industry. Must have knowledge or experience in agricultural production systems as they apply to serving the agricultural industry in Manitoba. A proven track record in successfully leading client-focused services and organizational change initiatives as well as introducing innovation and efficiencies is required. An in-depth understanding of finance, lending and insurance principles is necessary. Experience working in the public sector is an asset.

COMPETENCY REQUIREMENTS

INTEGRITY	<ul style="list-style-type: none"> • Keeps the greater good of the organization and its people in mind at all times • Keeps the greater good of Manitobans in mind at all times and advances the interests of the public in all policies, processes and practices • Makes principle-centered decisions • Assumes responsibility, accountability and follows through when making commitments • Demonstrates sincerity, honesty, respect, empathy and adherence to the principles and standards of lending and insurance • Maintains composure and perspective in difficult or volatile situations • Able to maintain confidential information and use discretion in all interactions
VISIONARY LEADERSHIP	<ul style="list-style-type: none"> • Has broad knowledge and perspectives

	<ul style="list-style-type: none"> • Establishes a shared vision and common goals and creates the environment where the Corporation can achieve them • Adopts a long-term view of strengths, weaknesses, opportunities and risks in a changing operational environment • Clearly articulates a practical vision for the future, a credible case for change / enhancement and influences and inspires others to work as part of a team toward that vision • Promotes cooperation, collaboration and integration between individuals and groups both within and outside of the Corporation, ensuring everyone understands each other's roles, responsibilities and contributions • Identifies critical issues that will have an impact on the Corporation
<p>EFFECTIVE ORAL, WRITTEN AND PRESENTATION SKILLS</p>	<ul style="list-style-type: none"> • Defines the principles and framework of effective organizational communication • Actively listens to messages being communicated by stakeholders • Articulates complex ideas in a clear, understandable way • Creates and conducts powerful presentations to small and large groups • Develops well-constructed documents and reports • Provides sound, credible and thorough information to the executive team, the Board of Directors, the Ministry and the general public • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships
<p>EXCELLENT JUDGMENT</p>	<ul style="list-style-type: none"> • Efficiently and effectively perceives and assesses situations • Understands when decisions require input and when they do not • Asks the right questions to get the information needed • Draws sound conclusions and recommends changes in policies and practices as required • Generates options with an analysis of pros and cons as well as identified impacts • Identifies the impacts and risks associated with decisions and takes appropriate risks • Influences decisions that challenge the status quo and provoke growth and positive development • Takes responsibility for difficult decisions • Defines decision-making model(s) / principles / criteria for others • Utilizes objective, factual and valid information from a variety of sources to make informed decisions, understand the potential impacts, and keep all relevant parties informed
<p>POLITICAL ACUMEN</p>	<ul style="list-style-type: none"> • Understands complex political situations and determines effective strategies to maximize opportunity and minimize risk • Understands and respects the role of all parties and how they might work together • Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change
<p>RESULTS ORIENTATION</p>	<ul style="list-style-type: none"> • Incorporates the needs of all stakeholders and employees when setting standards, strategies and organizational direction

	<ul style="list-style-type: none"> • Sets goals and priorities that maximize the use of resources available to consistently deliver results based on strategic direction and stakeholder expectations • Driven to meet a high standard of performance • Monitors progress towards a goal, anticipates problems and makes adjustments when necessary
<p>FINANCIAL ACUMEN</p>	<ul style="list-style-type: none"> • Understands the financial systems and the elements that impact financial performance • Implements strong budgeting, financial reporting and monitoring processes • Monitors the financial management of the division and ensures appropriate policies are in place

About Manitoba

Founded in 1870, Manitoba means “where the spirit lives” in the languages of the Indigenous people who first lived in the region. Commonly referred to as ‘Friendly Manitoba’, the province’s urban and rural communities are diverse and welcoming.

Manitoba is the province at the longitudinal centre of Canada. One of the three prairie provinces, it is Canada’s fifth-most populous province in a population estimated at 1.2 million people. Manitoba has a widely varied landscape and is home to five distinct ecozones: prairie, boreal plains, boreal shield, taiga shield and Hudson plains.

Manitoba has a high standard of living, steady economic growth, diversified industry, and high employment. Our central location and excellent air, rail and roads make Manitoba a gateway to the rest of Canada, North America, and the world. Manitoba’s economy has a great reputation for innovation, quality, reliability, and sustainability in the national and global market place.

The average summer temperature in Manitoba is +26°C (79°F); the average winter temperature is -12°C (10°F)

Manitoba is fortunate to have an abundance of freshwaters including lakes, rivers and wetlands making it a popular spot for outdoor enthusiasts. It is home to over 100,000 lakes including Lake Winnipeg, Lake Manitoba and Lake Winnipegosis and surface water covers approximately 16 percent of the province. Manitoba has more than 90 parks to explore, including two National Parks (Riding Mountain National Park and Wapusk National Park). Some of Manitoba’s most popular attractions include:



Royal Manitoba Winter Fair - The annual event showcases agriculture and links urban and rural through education and awareness while providing entertainment, community pride, and economic enhancement to the Brandon region. In addition to the horse show, cattle show and tradeshow, the fair offers dynamic entertainment and inter-active experiences for all ages.

Keystone Centre - The Keystone Centre is a multi-purpose facility located in Brandon, Manitoba. Its main 5,102-seat arena which is known as Westoba Place is the home of the Brandon Wheat Kings of the Western Hockey League and the annual Royal Manitoba Winter Fair.

Westoba Agricultural Centre Of Excellence – Located in the Keystone Centre, the Westoba Agricultural Centre Of Excellence is 100,000 square feet of show ring, stabling, wash racks, show office and canteen all under one roof connected to the main facility. There is approximately six acres of outdoor development including camping, large truck and trailer parking, and outdoor sand and grass equestrian show rings.

Ag Days – The Manitoba Ag Days show is an exposition of agricultural production expertise, technology, and equipment that attracts exhibitors and visitors from across Canada and the United States of America.

Thresherman’s Reunion and Stampede - History comes alive at one of Manitoba’s most dynamic family festivals in Austin. The Manitoba Threshermen’s Reunion & Stampede is an outstanding celebration of Manitoba’s agricultural roots and pioneering spirit. Hosted by the Manitoba Agricultural Museum, the festival features pioneer demonstrations, Canadian Cowboy’s Association rodeo, parade, pioneer farming demonstrations, classic car show, vintage fashion show and musical entertainment.





Corn and Apple Festival - The Morden Corn and Apple Festival originated as a community celebration for Canada's Centennial in 1967 and has grown into the largest street festival in Manitoba, attracting over 75,000 people to enjoy three days of activity-packed fun. One of the largest parades in Manitoba winds along Morden streets and the Wonder Shows midway brings out the kid in us all. Other activities include the Old Time Dancing, a vintage Car/Harley Davidson Show and Shine, three stages featuring live entertainment, as well as artisans, street vendors, food trucks, kids' activity tent and petting zoo.

Potato Festival – The Potato Festival in Portage la Prairie is a community event featuring live entertainment, kid's events, pancake breakfast, various food and retail vendors, farmers' market etc.

Churchill - Popularly known as the "Polar Bear Capital of the World," lies on the harsh, rocky coast of Hudson Bay. Tours in tundra buggies - giant large-wheeled vehicles with caged windows - allow visitors close up encounters with the bears.



Grand Beach - Encompasses a huge stretch of soft sand beach on the shores of Lake Winnipeg. It is considered one of the nicest beaches in Canada.

Riding Mountain National Park - This scenic park is a combination of recreation area and nature reserve. The deep lakes in Riding Mountain such as Clear Lake, Lake Katherine, and Deep Lake are popular fishing spots and there are numerous walking and cycling trails throughout the park.

Gimli - Gimli is a small resort town, approximately an hour's drive north of Winnipeg, on the shores of Lake Winnipeg. In the summer, Gimli comes to life as visitors and cottagers flock to this area to enjoy the beaches. One of the annual highlights is the Icelandic Festival of Manitoba, known as Islendingadagurinn, which takes place over the long weekend in August.



Whiteshell Provincial Park - About a 1.5-hour drive east of Winnipeg, Whiteshell Provincial Park is a popular summer destination. The landscape is typical of the Canadian Shield. The resort communities of Falcon Lake and West Hawk Lake to the east of the park are home to beaches, and offering opportunities boating and water sports.

Lower Fort Garry National Historic Site – Just outside Selkirk, the Fort Garry National Historic Park is the only stone fort from the fur trading era to survive intact anywhere in North America. Visitors to the fort will be able to view period furniture and household items and visit with costumed employees who act out the roles of the fort's inhabitants.

Narcisse Snake Dens – In late April/early May, tens of thousands of garter snakes emerge from their winter dens. Visitors can watch the snakes from observation.

Pinawa Dam Provincial Park – Set in a picturesque area of the Canadian Shield, the ruins of the 1906 dam are the central feature of this park.

Hecla Island - Part of Hecla-Grindstone Provincial Park, Hecla Island is a popular get-away. There are hiking trails, 18-hole golf course, spa and resort.

Canadian Fossil Discovery Centre – Located in Morden Manitoba, this museum contains Canada's largest collection of marine reptile fossils.

Mennonite Heritage Village - Located in Steinbach, the Mennonite Heritage Village recreates Mennonite life from the 16th century to the present day and features changing themes.

For more information on Manitoba please visit <https://www.travelmanitoba.com>

