



Position Profile

PRESIDENT & CHIEF EXECUTIVE OFFICER

Reports To: Board Of Directors
Organization: Westman Communications Group
Date: November 2021

ABOUT WESTMAN COMMUNICATIONS GROUP

Westman Communications Group (WCG) began life as Westman Media Co-operative in 1977. Its first television broadcast was sent down the cable to 3,951 homes in Brandon and 143 in Carberry on September 19th, 1978. The enterprise has since grown substantially, providing services to over 25,000 homes in 50 western Manitoba communities. WCG members now not only have access to over 190 high definition channels but also high speed Internet and voice services over advanced fibre broadband networks.

This highly successful business, is owned by its Co-op members, who are customers and governed by an elected Board of Directors. Equity from the members' patronage is the financial foundation of the Co-op, supporting its operations and growth. Combined with a strong financial position, WCG continues to make the investments needed to offer advanced and reliable communication services. Over the years, WCG has upgraded its systems and expanded its service offerings. All of its communities have access to the same high level of service facilitated by being interconnected by fibre in recent years. The Cooperative has progressed from being a cable TV business to being a broadband company, offering high speed Internet, HD TV and voice services to both residential and commercial markets. Further, WCG is expanding its fibre network to provide these services to underserved communities, deploying advanced Fibre to the Home technology.

WCG also owns FM radio stations Q Country 91.5 and 94.7 STAR FM which broadcast throughout Western Manitoba, providing a valued listening experience and promotional opportunities for businesses.

Renowned for its good corporate citizenship, WCG provides local and regional based programming through its WCGtv channels; gives out 30 high school, college and university scholarships annually; contributes both time and money to all manner of local initiatives and charities, and provides free wifi in community centres.

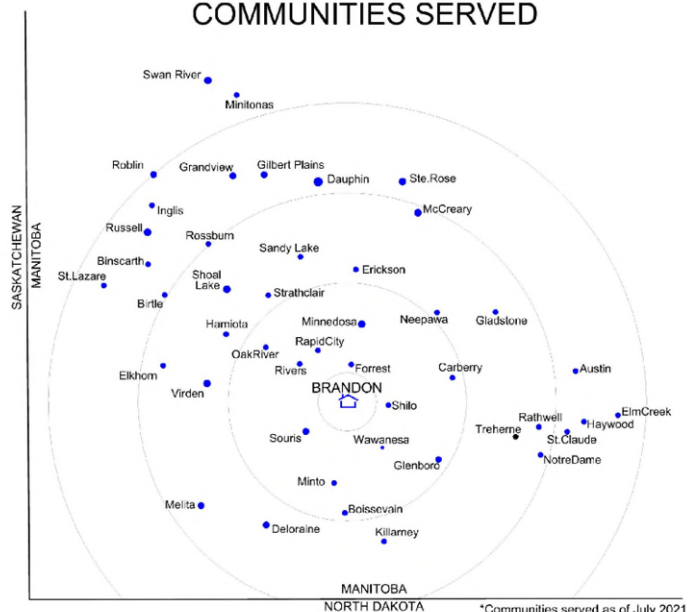
Vision

We will be a customer-focused leader, enabling communications and entertainment services, for the benefit of our cooperative members and the communities we serve

Mission

Guided by cooperative principles, we are committed to delivering a quality customer experience and to achieving growth through investment by leveraging technology, the strength of our people, our partners and our infrastructure

WESTMAN COMMUNICATIONS GROUP COMMUNITIES SERVED



With annual revenue of over \$40 million and over 200 employees located in communities we serve, WCG is a key member of western Manitoba's business community. WCG has a well-trained and dedicated workforce, the resources to finance continuous improvements and growth, and a proven track record of wise decision-making from its board of directors and its management team. WCG prides itself as an aggressive, forward thinking, cutting edge company with exponential growth in the broadband market.

ABOUT THE POSITION OF PRESIDENT AND CHIEF EXECUTIVE OFFICER

The President and Chief Executive Officer will provide strategic leadership of the Westman Communications Group organization by working closely with the governing Board of Directors and senior management team to ensure western Manitobans receive high-quality services in internet, TV and streaming, home phone and local programming. The President & CEO will create value for WCG's customers and stakeholders through innovative, appropriately priced products and services while ensuring the long-term sustainability of the organization. She/he will establish a high-performance organization with dedicated, skilled, engaged and customer-focused team members, efficient service delivery and administrative processes and risk practices that ensure required capitalization and optimized revenue. The President & CEO will represent WCG as a contributor to provincial and national industry issues, without losing the focus on the community it serves.

Candidates inspired by the opportunities and challenges of leading a well-established progressive organization in a fast-paced rapidly evolving industry and who have the leadership ability to create the environment conducive to service excellence, results achievement, responsiveness and accountability will want to explore this rare opportunity.

LEADERSHIP ACCOUNTABILITIES

Accountability 1: Strategic, Business and Operational Planning

- Define, develop and evaluate corporate goals, long term objectives and strategies, to ensure profitability and long-term viability
- Lead the implementation and moulding of the vision, strategic directions, goals and objectives of the organization and ensure they are consistent with the overall goals of the Board
- Develop and implement processes and practices to consistently evaluate the needs of the consumers and customers and assess WCG's ability to meet needs and address future conditions or issues
- Lead the development of annual operational plans for each functional area aligned with the strategic plan
- Develop a comprehensive performance measurement framework aligned to the strategic plan with Key Success Factors (KSF) and operational performance indicators and a system and process to analyze and report
- Develop a comprehensive risk management strategy based on the identification and evaluation of all risks and tactics to mitigate them

Accountability 2: Financial, Operational and Performance Leadership

- Develop short and long-term capital and operating budgets and monitor performance against them
- Ensure financial viability, stability and liquidity in the short, medium and long-term to meet the Cooperative's long-term business growth and diversification objectives and ensure Westman Communications Group's success in a competitive environment.
- Maintain accurate records of members' equity and report balances at least annually to members
- Maintain a cash dividend strategy which balances the value of rewarding our members for their patronage and the financial needs of the Cooperative
- Establish a service delivery and distribution model for delineated offerings that achieves financial and customer service goals

- Embed accountability, efficiency and continuous improvement in the processes and practices throughout the organization
- Monitor the performance of the organization to ensure adherence to Board direction, established budgets and performance standards in the consistent delivery of high quality services to WCG customers

Accountability 3: Board of Directors

- Advise and assist the Board of Directors in the development of policies, strategic goals and objectives, programs, services and new initiatives in response to identified needs as well as provide current information about a changing environmental landscape
- Ensure formal written documentation including reports, background information and briefing materials are prepared and presented to the Board of Directors as required to support decisions and the development of policy and direction as well as to ensure the Board is appropriately informed of progress
- Implement the by-laws, policies and strategy set by the Board
- As the official link between the Board and the employees of the organization, ensure effective formal communication and the appropriate sharing of information between the Board and the organization's employees
- Represents the interests of Westman Communications Group and the Co-op members

Accountability 4: Organizational and People Leadership

- Ensure the development, implementation and maintenance of human resource strategies to be an employer of choice in Western Manitoba
- Develop an effective leadership team to support the CEO to effectively and efficiently guide the Cooperative's resources to achieve our long-term goals and objectives, and operate in a manner consistent with our values
- Ensure that the administration of Human Resources protects the interests of the organization, achieves high levels of employee morale and productivity, and provides maximum career opportunity and development for management and staff.
- Enact policies for the Cooperative to be a leader in diversity and inclusion.
- Develop and sustain a high-performance culture and environment where business development and sales are emphasized, multiple perspectives are sought out, appropriate risks are encouraged and all employees are committed to excellence in service delivery and growth of the corporation

Accountability 5: Public Relations, Customer Experience, Member Engagement and Stakeholder Relationship Management

- Establish multi-faceted communication strategies and channels to ensure internal and external stakeholders, including the general public, are aware of the services provided by Westman Communications Group, how to access these services and the organization's progress towards goals
- Ensure the Cooperative engages with members and their communities to reinforce the value of being a member
- Develop and sustain effective working relationships with service delivery partners, industry associations, customers, government and regulators
- Advocate change in federal legislation which would benefit the Cooperative, including the Canadian Broadcasting Act and Canadian Telecom Act, as well as regulation, including the Canadian Radio - television and Telecommunication Commission (CRTC) directly and/or through our industry associations.
- Represent Westman Communications Group at official and / or community functions and maintain an active industry and community involvement
- Participate on industry, cooperative and community Boards and committees, as appropriate, which further the advocacy aims of the Company. These could include the Canadian Communication Systems Alliance (CCSA), Manitoba Cooperative Association and Manitoba Business Council.

ABOUT THE EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS

The President & Chief Executive Officer is responsible for ensuring the overall success of the WCG organization and requires strong leadership skills and the ability to develop and maintain an environment aligned with the organization's key values. The Board of Directors will rely on the knowledge, skills and abilities of the individual in the role. Candidates must meet the following education and experience requirements and be able to demonstrate several leadership and technical competencies.

The successful candidate for this position will bring an advanced degree in business, finance or a related discipline complemented with significant executive level experience in a relevant industry. A successful track record growing organizations by transforming operating and service delivery models, innovating product and service offerings and/or introducing efficiencies is required.

Competency Requirements

Candidates must be able to demonstrate the following leadership competencies to be successful in carrying out the mission and achieving the vision of Westman Communications Group:

Integrity	<ul style="list-style-type: none"> • Keeps the greater good of WCG and the Co-op members in mind at all times • Makes principle-centered decisions • Assumes responsibility, accountability and follows through when making commitments • Demonstrates sincerity, honesty, respect, empathy and adherence to standards and values of WCG • Maintains composure and perspective in difficult or volatile situations
Visionary Leadership	<ul style="list-style-type: none"> • Has broad knowledge and perspectives • Establishes a shared vision and common goals and creates the environment where the organization can achieve them • Adopts a long-term view of organizational 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 to influence and inspire others to work as part of a team toward that vision • Promotes cooperation, collaboration and partnerships between individuals or groups both within and outside of WCG, ensuring everyone understands each others' roles, responsibilities and contributions • Identifies critical operational issues that will have an impact on the organization
Decisiveness/Excellent Judgment	<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 • 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 in the organization • Takes responsibility for difficult decisions • Ensures the Board is appropriately informed of issues • Defines decision-making model(s) / principles / criteria for others • Utilizes objective, factual and valid information from a variety of sources to make informed decisions, understands the potential impacts, and keeps all relevant parties informed
Results Orientation	<ul style="list-style-type: none"> • Incorporates the needs of clients and stakeholders when setting standards, corporate strategies and organizational direction • Sets goals and priorities that maximize the use of resources available to consistently deliver results based on Board direction and stakeholder expectations • Driven to meet a high standard of performance

	<ul style="list-style-type: none"> Facilitates the implementation of strategies to achieve defined service expectations and superior service delivery Monitors progress towards a goal, anticipates problems and makes adjustments when necessary Employs advanced quality / continuous improvement techniques and strategies to optimize systems and improve organizational effectiveness
Effective Oral, Written and Presentation Skills	<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 clearly 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 Board of Directors and ensures the Board is appropriately informed of issues Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships
Financial Acumen	<ul style="list-style-type: none"> Understands the financial model of the organization and the elements that impact the model and financial performance Implements strong budgeting, financial reporting and monitoring processes Implements a risk-based approach to financial management and ensures appropriate policies are in place
Political Acumen	<ul style="list-style-type: none"> Understands and respects the roles of all parties Understands complex political situations and the political realities and determines effective strategies to maximize opportunity and minimize risk Understands and respects the role of different stakeholders and how they might work together Able to advance the position of WCG and its practical requirements to meet a need, shared and understood by all parties Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change

We ask that individuals with an interest in further exploring this exciting opportunity contact:

LILLIAN WONG, Senior Manager, Consulting Services

MNP_{LLP}

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ABOUT BRANDON, MANITOBA

Brandon is the second-largest city in Manitoba, located 214 kilometres (a two-hour drive) from Winnipeg in the southwestern area of the province. The city is situated along Assiniboine River and was named after the Brandon Hills. Known as the “Wheat City of Canada,” it processes flour, meat, fertilizers, chemicals, and petroleum products and also provides regional arts and cultural facilities. Brandon is one hour from the USA and Saskatchewan borders and two hours from the Winnipeg International airport. Brandon Municipal Airport offers Brandon/Calgary daily direct passenger air service via WestJet.

The city has been voted one of the top 10 best places to live in Canada and is well resourced for its relatively small size. It is, in fact, the only Canadian city with a population of less than 50,000 that has a university, community college and emergency services college. Brandon is the site of Brandon University (1899), Assiniboine Community College, and a federal agricultural research station

Brandon is one of the sunniest cities in the country and is just 20 minutes from lakeside cottage country. Safe, friendly and family-oriented, it is an increasingly popular place to settle for newcomers initially attracted by the prospect of work with large food processing companies like Maple Leaf Foods.

It is a tourist hub for Riding Mountain National Park to the north, Spruce Woods Provincial Park to the southeast, and Turtle Mountain Provincial Park (and the International Peace Garden, partly in the United States) to the south. Brandon is the home of the Provincial Exhibition of Manitoba, which is made up of the Royal Manitoba Winter Fair, the Manitoba Summer Fair, and the Manitoba Livestock Expo. Inc.

Fun facts:

- Consistently rated in the top 10 out of 190 communities across Canada, in Money Sense Magazine's Best Places to Live rankings.
- Population of 48,859 (2016 Census).
- Brandon is the only Canadian city of its size that offers a University, a regional Community College and an Emergency Services College.
- Over 2,000 businesses operate in Brandon's diverse economic base.
- The Assiniboine River winds 17 kilometres through the heart of Brandon.
- Cottage country can be reached within 20 minutes.
- Brandon is one of the sunniest cities in Canada.
- Average house purchase price in Brandon is: \$284,956 (2017).

Major annual events:

- Manitoba Ag Days - Location: Keystone Centre - agdays.com
- Dakota Nation Winterfest - Location: Keystone Centre - svdngovernance.com
- Westman Multicultural Festival - Location: city wide - gotothepavilions.com
- Brandon Festival of the Arts - Location: various locations - brandonfestivalofthearts.ca
- Brandon Jazz Festival - Location: WMCA and Brandon University - brandonjazzfestival.com
- Royal Manitoba Winter Fair - Location: Keystone Centre - provincialexhibition.com
- Brandon Home & Leisure Show - Location: Keystone Centre - Brandonhomeshow.ca
- BDNMB.ca Food Truck Warz - Location: Brandon Riverbank - foodtruckwarz.com
- Brandon's Big One Arts & Crafts Sale - Location: Keystone Centre - brandonsbigone.com
- Manitoba AG EX - Location: Keystone Centre - provincialexhibition.com
- Manitoba Summer Fair - Location: Keystone Centre - provincialexhibition.com
- Canada Day celebrations - Location: Brandon Riverbank - riverbank.mb.ca
- Canadian National Arabian & Half-Arabian Championship Horse Show - Location: Keystone Centre - arabianhorses.org