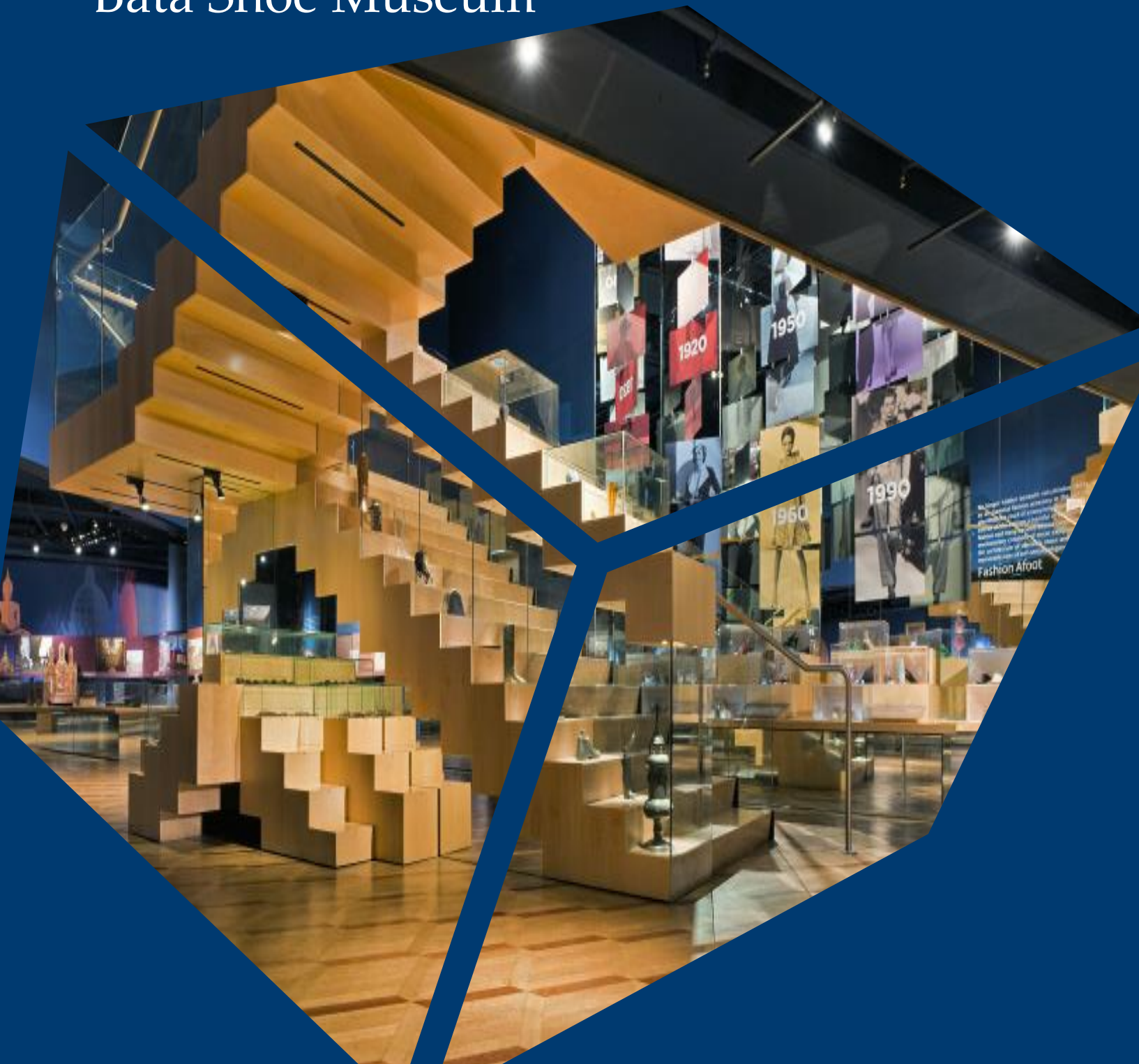




# Candidate Brief for the position of Deputy Director of Administration Bata Shoe Museum



# Contents

About Bata Shoe Museum	3
Opportunity	4
The Individual	6
Steps in the Selection Process	7
How to Apply	8
Candidate Charter	9

## CONTACT INFORMATION

---



Sal Badali | Partner  
[Sal.Badali@odgersberndtson.com](mailto:Sal.Badali@odgersberndtson.com)



Kristen Manning | Consultant  
[Kristen.Manning@odgersberndtson.com](mailto:Kristen.Manning@odgersberndtson.com)



Sue Mahon | Project Coordinator  
[Sue.Mahon@odgersberndtson.com](mailto:Sue.Mahon@odgersberndtson.com)

Odgers Berndtson  
Suite 3150, Royal Bank Plaza, South  
Tower, 200 Bay Street  
Toronto, Ontario M5J 2J3  
Canada



# About Bata Shoe Museum

Located in Toronto, the Bata Shoe Museum is a vibrant internationally recognized non-profit museum renowned for its collection and groundbreaking research with the mission to illuminate human history and culture through footwear.

The Bata Shoe Museum (BSM) opened to the public on May 6, 1995 and is home to the world's largest, most comprehensive collection of footwear and footwear-related objects, which includes over 14,000 shoes and related artifacts spanning 4,500 years of footwear. As a world-renowned specialized museum, it is a major destination point for both local residents and international visitors.

The Museum's mandate is to operate an internationally recognized center for footwear scholarship that promotes research, and the dissemination of this research, through exhibitions, publications and programming. Over the years the Museum has done ground-breaking field research including work across the Arctic resulting in the largest collection of circumpolar footwear in the world and has mounted numerous successful exhibition such as "Out of the Box: The Rise of Sneaker Culture" (2013-2017) travelled under the auspices of the American Federation of Arts across the United States and to Australia and was seen by over 550,000 visitors.

In keeping with ICOMs definition that museums are dynamic and responsive institutions that welcome all people, foster cooperation, cross-cultural exchange and public understanding, the Bata Shoe Museum believes that the study of footwear offers a unique entry point into larger cultural issues such as changing social, technological and economic shifts. As the Museum heads into its twenty-fifth year, it is ready to make even greater strides through increased social and cultural engagement, innovative exhibitions and programming as well as research.

## About the Founder

As a passionate collector, philanthropist, world traveler and business leader, Sonja Bata dedicated her life to learning and discovery.

Born in Zurich, Switzerland, to a prominent family of lawyers, Sonja studied architecture before her academic career was interrupted by her marriage to the heir of a global shoe manufacturing and retail empire, Czech-Canadian Thomas Bata, when she was not yet 20 years old.

Working side by side with Thomas, Sonja Bata travelled the world for Bata shoes. Her business sense and passion for design allowed her to grow her professional role within the company, and she became an invaluable business partner for her husband.

It was while travelling around the world on shoe business that Sonja developed a passion for collecting footwear from every corner of the world. Her fascination with ethnography, design, and history led her to amass a vast number of extraordinary shoes. This was the birth of what was to become the most comprehensive collection of historic footwear in the world: the Bata Shoe Museum. A true collector who found great joy in the act of sharing her finds with others, she was particularly fond of the education and community-building roles of her museum.



# Opportunity

The Deputy Director of Administration understands the value of cultural institutions and wants to contribute to one of Canada's internationally acclaimed educational and specialized museums as a team member responsible for overseeing and managing the day-to-day finances and operations of the museum to allow it to optimize the pursuit of its mandate.

In this newly created role, the Deputy Director of Administration will ensure the smooth and efficient financial and operational running of Bata Shoe Museum as it continues to develop and grow.

The principle responsibilities of the Deputy Director will be to thoughtfully manage all aspects of the museum's approved annual budgets as well as the overall operation and maintenance of the museum. Reporting to and working closely with the Creative Director, the ideal candidate will understand that as a non-profit, the goal of sound financial management, revenue generation and efficient operations is essential to ensuring the success of the museum.

## Responsibilities

- Oversee the day-to-day operation of BSM's staff, ensuring that staffing and volunteer levels for the offices and public areas are adequate and appropriate.
- Work closely with the Creative Director to maintain a positive, accountable and collegial working relationship with the Board, characterized by candor and open communication.
- Establish a visible and approachable presence internally and externally, fostering strong relationships with all levels of management, volunteers, partners, funders and the community.
- Act as an ambassador of the Museum at public, partnership, and cultivation events in Toronto and beyond.

## Finance

- Manage the creation of the overall annual operating budget of the museum based on departmental budgets, assist each department in the creation of their specific budgets, and manage adherence to approved annual budgets throughout the year.
- Attend the Board's Finance Committee meetings, report to the Finance Committee on the progress of the annual budget and serve in an administrative capacity to the Finance Committee by taking minutes and providing the members with all necessary documentation the Committee might require.
- Optimize the museum's earned revenue; overseeing those areas of the museum that produce income (shop, facility rentals, admissions, tours, etc.), and innovating new ways to increase revenue to support the mission of the museum. This work will be done in conjunction with other team members.





- Work collaboratively on the museum's development plans to drive audience development and increase the 'Friends Program'.
- Oversee and participate in grant writing, the Friends program, sponsorship requests, and other development initiatives such as 'Step Ahead', with the goal of assisting the Creative Director to create a strong development department.
- Manage the day-to-day finances and financial planning of the Museum, in conjunction with the in-house Administration Manager.
- Work with external auditor for annual audit.
- This person is *not* responsible for the management of any museum funds or endowments.

#### Operations

- Oversee the overall operation and maintenance of the museum.

- Supervise the day-to-day operation and maintenance of the building both interior and exterior in conjunction with the Head of Facilities.
- Supervise the selection of vendors and service providers for museum maintenance and renovations.
- Manage the budgets related to infrastructure costs, maintenance costs, and all projects concerning the physical plant.
- Oversee museum security and building safety.
- Manage the coordination of the overall scheduling for all departments. The museum is open 363 days a year requiring communication and coordination between all departments to ensure that the museum is functioning optimally for visitors and employees.
- Act as the administrative liaison between the staff and the Board. This includes assembling all board reports and other information needed for the museum's five (5) annual board meetings.
- Working closely with the Creative Director and in consultation with all departments, assist in generating the annual Operating Plan and Five-Year Forward Plan.
- Working closely with the Creative Director, an HR Consultant and the Board of Directors, help bring the museum's policies to best-practice sector standards.
- Every member of the museum takes on tasks outside of their day-to-day responsibilities; these include helping visitors, closing the museum, working evenings and weekends for events and other reasons.



# The Individual

Accountable for overseeing and managing the day-to-day finances and operations, The Deputy Director of Administration will set and reinforce an engaged, high-performance culture of operational excellence.

## Role Criteria

- Passion for the role cultural institutions play in society.
- Ability to work collaboratively and actively contribute to the organization.
- Engaged and committed to being a visible presence across the organization.
- Ability to be strategic, proactive, and take initiative to support the mission of the museum.
- Exceptional organizational skills with the ability to meet deadlines and prioritize key issues.
- Strong interpersonal and communication skills.
- Strong aptitude in strategic decision-making and problem solving.
- An accounting or financial designation is considered an asset.

## Required Experience

- Proven experience with demonstrated skills in Finance, Facilities Management and Administrative Support. Experience and interest in non-profit financial management is considered an asset.
- High degree of financial literacy and aptitude with proven experience creating and managing budgets. Experience managing non-profit budgets is considered an asset.
- Strong communication skills, both verbal and written. Must be comfortable liaising with key external and internal stakeholders, Board of Directors, and being an effective team member for all levels of the organization.
- Proven leadership experience, ideally within the cultural sector.
- Demonstrated success cultivating relationships with diverse constituencies and building public or private financial support. Experience in fundraising is considered an asset.
- Experience working in a museum, gallery, or public cultural institution is not required but would be beneficial



# Steps in the Selection Process

## Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your resume and any other relevant application material 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. We will let you know as soon as possible after the interview if we will be proceeding further and 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 required and your alignment with the organization and role.

## 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 Bata Shoe Museum.

## 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 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 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 Bata Shoe Museum Search 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.



# 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: <http://www.odgersberndtson.com/en/careers/15769>

## 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.

## Equal Opportunity

Bata Shoe Museum and Odgers Berndtson are committed to employment equity and diversity in the workplace and welcome applications from women, racially visible minorities, Indigenous peoples, and LGBTQ+ persons.

Our firm is committed to providing persons with disabilities with equal opportunities and standards of goods and services, and we are fully compliant with applicable provincial Disabilities Acts.

## Contact details

For a conversation in confidence, please contact:

Kristen Manning  
[kristen.manning@odgersberndtson.com](mailto:kristen.manning@odgersberndtson.com)





# Candidate Charter

## Talented people are our lifeblood

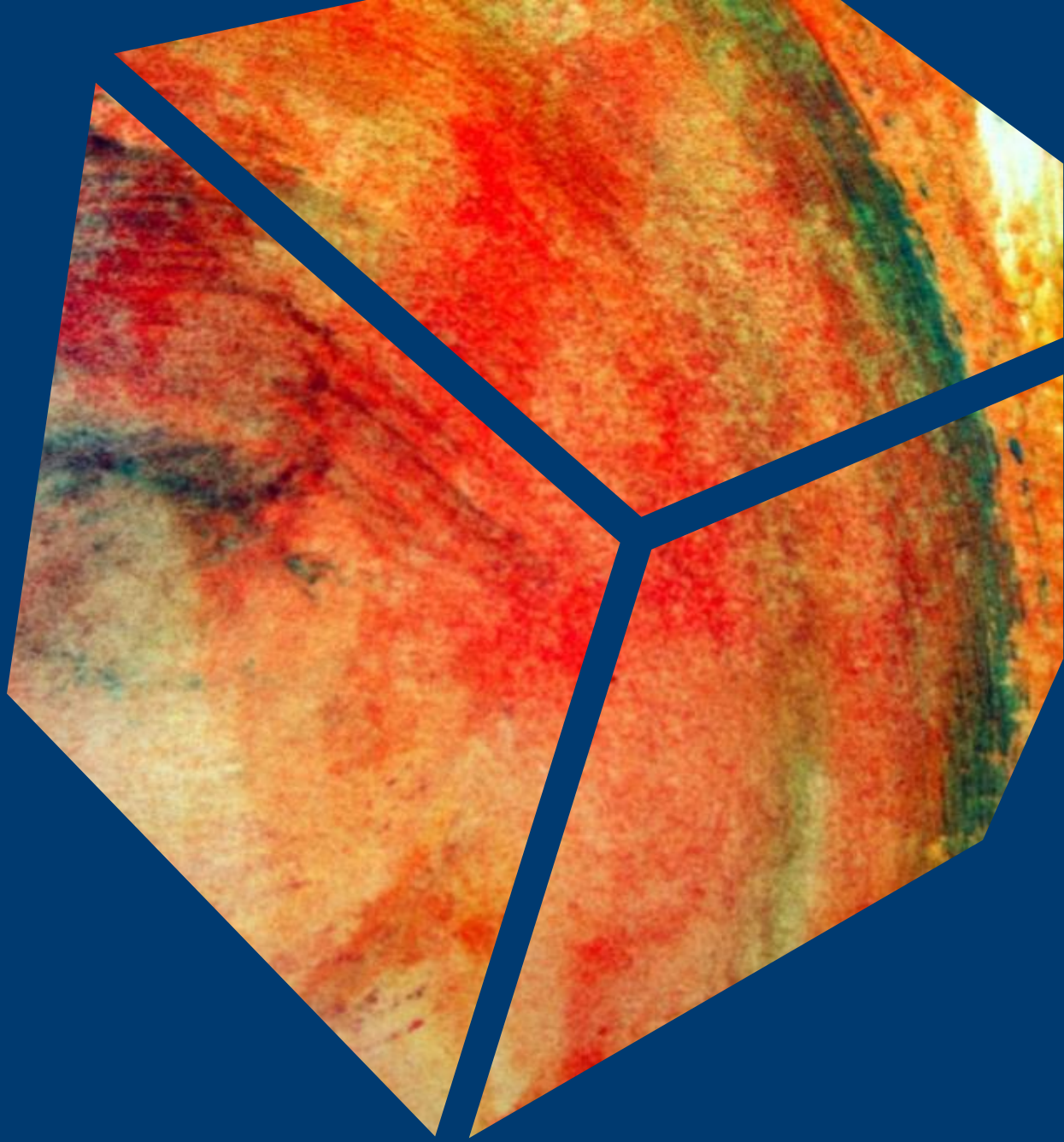
Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings 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 don't 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](mailto:deborah.lucas@odgersberndtson.com)).





■ ODGERS BERNDTSON

Suite 3150, Royal Bank Plaza, South Tower, 200 Bay Street  
Toronto, Ontario M5J 2J3  
Canada

+1 416 366 1990

<https://www.odgersberndtson.com/en-ca>