The Canada Homestay Network
Job Description – Program Lead

Summary

Reporting to the National Operations Lead, the Program Leads (PLs) play a critical role in ensuring the overall success of our homestay programs through accountability of team members, project management, client relationship management, and contributing to the overall design and strategy of the business.

PLs practice 'servant leadership,' as described by Robert K. Greenleaf. "The servant-leader *is* servant first… It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead."[1]

Overall, PLs strive to articulate the values of the organization and create procedures that encourage productivity. As a learning organization, Canada Homestay Network (CHN) has made an effort to embed continuous change, renewal, innovation and learning. PLs support an organizational culture that encourages and depends on teamwork for positive outcomes.

Responsibilities

1. Client Care & Customer Service (30%)
   - Uphold the highest level of Customer Service by being flexible, attentive, **reliable** and **responsive** with all partners and customers;
   - Take ownership and follow-up (TOFU) – take ownership over the customer experience and provide thorough follow-up, collaborating with team members when necessary;
   - Invest in developing effective working relationships with clients, and agents, and work collaboratively with the National Operations Lead to address complex or sensitive partner issues
   - Engage with colleagues, host families, and students to monitor, manage, and bring closure to homestay issues, inquiries, and client requests; and,
   - Regularly meet with partners to build relationships, develop strategies, and proactively anticipate their needs;
   - Connect with clients and partners to understand their program goals and student forecasts, collaborating with internal teams to prepare accurate capacity reports and presenting these to clients.

2. Team Leadership and Mentoring (40%)
   - Provide direct supervision, mentorship, and performance oversight for Relationship Managers
   - Conduct regular check-ins and 1:1s to monitor individual performance, offer coaching, and support professional development.
   - Review documentation and service delivery for quality, accuracy, and completeness.
   - Support the onboarding, training, and integration of new RMs.
   - Track, document and report on team performance, successes, challenges, and disciplinary matters when needed.
   - Proactively address employee engagement concerns, escalating to the National Operations Lead where appropriate.
   - Foster a collaborative, solutions-focused team culture aligned with CHN's Leadership Philosophy, Client Care & Customer Service philosophy, and *Unreasonable Hospitality* approach, encouraging team members to go above and beyond in creating meaningful, personalized experiences for students, hosts, and partners.

[1] Greenleaf, Robert K. *The Servant as Leader*, 1970. From The Center for Servant Leadership website, https://www.greenleaf.org/what-is-servant-leadership/ accessed January 2013.

- Lead regular team meetings and facilitate cross-functional collaboration.
- Oversee and manage team workload and distribution of responsibilities;
- Encourage and assign learning activities to promote professional development;
- Hold team members accountable to the achievement of their goals, fulfillment of their commitments, and meeting deadlines aligning with CHN Performance Management best practice (ie. regularly scheduled check-ins and performance reviews/conversations);
- Monitor, manage, and bring closure to escalated issues or crisis situations relevant to the position or department; and,
- Liaise with external service providers.

3. Coordination and Administrative Work (20%)
   - Document all relevant aspects of decisions, communications, and interactions in a timely way;
   - Maintain data integrity in all of our organization databases;
   - Support and participate in the continual improvement of CHN programs and best practices;
   - Collaborate with People & Culture in recruitment processes and best practice;
   - Review and approve team members' timecards and expenses according to our procedures, policies, and best practices;
   - Review and approve time away from work requests ensuring adequate department coverage;
   - Coordinate program workflow and timelines relevant to the position or department;
   - Prepare relevant reports; analyze and track team metrics;
   - Establish priorities, allocate resources, and work sequentially, while being flexible with unexpected events;
   - Manage team projects with flexibility and ease making adjustments to plans as required; and,
   - For RM Program Leads, provide on-call support to stakeholders as part of the back-up leadership team.

4. Other Responsibilities (10%)
   - Attend CHN training seminars, workshops, conferences, and Annual General Meetings (AGMs);
   - National travel from time to time;
   - Contribute to ongoing refinement and improvement of the Operations team;
   - Strategize abstract solutions, accommodate risks, and navigate through uncertainty; and,
   - Other duties as assigned.

<u>Knowledge, Skills & Abilities</u>

- Innate ability to work independently in an autonomous, flexible, and virtual office environment.
- Uncompromised ability to prioritize time and meet deadlines.
- Demonstrated ability to exercise sound judgment when navigating complex, nuanced, or sensitive situations involving multiple stakeholders.
- Strong situational awareness and discernment, with the capacity to recognize when issues require escalation or consultation.
- Ability to take initiative and use discretion in determining priorities.
- Exceptional Customer Service skills.
- Positive interpersonal and conflict resolution skills.
- Strong problem solving and organizational skills, including a precise attention to detail.
- Ability to work in a team and develop relationships with colleagues and their local community.
- Excellent Word, Excel, Email, and Database skills.
- Strong verbal and written English communication. French is an asset for positions assigned to Quebec and parts of Ontario.
- Three or more years of Customer Service experience.

- Five or more years working with international students.
- One or more years of Leadership experience.
- Post-Secondary Education (College Diploma or Bachelors Degree) in International Studies, Social Sciences, or another related program.

Systems & Transportation

- Readily accessible transportation appropriate for these responsibilities (a minimum of $2 million auto insurance is required when using a personal vehicle);
- A suitable computer and high-speed internet access;
- A mobile phone for emergency support; and,
- A digital camera, or other device capable of taking digital photographs.

Criminal Background Check and VSS

- Program Leads must provide a valid Criminal Record Check and Vulnerable Sector Check with no record of past offences.

Working Conditions

- Fully remote work environment.
- Must have a reliable home office setup with a computer and high-speed internet.
- Schools and host homes.
- Full time availability is required during the core hours (10 am to 3 pm local time).
- Open availability and flexible working hours including weekdays, weeknights and weekend: PLs are scheduled one week out of every four (frequency may vary depending on circumstances) for evening and weekend emergency backup.

Documents:

- Performance Expectations – All Colleagues
- Performance Expectations – Leadership

CHN Leadership Philosophy

1. Lead with Vision and Values

- Offer a compelling vision of a better world that transcends differences.
- Respect others as a moral imperative and believe in the inherent dignity of every colleague.
- Assume positive intent and act with empathy, humility, and a deep sense of purpose.
- Intentionally and consistently practice inclusion to cultivate a culture of belonging across diverse identities, perspectives, and experiences.

2. Model Self-Awareness and Growth

- Know themselves, understand their leadership style, and actively seek growth and feedback.
- Lead with questions, not answers, creating space for reflection, dialogue, and learning.

- Understand that performance management takes time and requires patience, investment, and a genuine interest from a leader. Focus on nurturing growth rather than just completing tasks. Take joy in progress, no matter how gradual it may be.
- Grasp and manage the paradoxes of leadership and participation.
- Gain a deep understanding of CHN's culture and model it in ways that inspire others.

3. Build Trust and Strengthen Relationships

- Build and nurture a climate of trust with peers, direct reports, and Co-MDs by fostering transparency and reliability.
- Extend grace to yourself and others when mistakes happen, cultivating a culture of learning, growth, and resilience.
- Encourage open, honest and courageous dialogue that addresses difficult topics respectfully, avoids triangulation, and lays the foundation for healthy debate.
- Constructively engage in unfiltered discussions focussed on ideas, tasks and work rather than personal issues or personalities.
- Foster constructive and respectful debate that embraces diverse perspectives, remain centered on collective goals and shared success, and keeps discussions focused on ideas and results.
- Approach conflict with a collaborative mindset seeking shared success over winning and readily offer and accept apologies to maintain strong relationships.

4. Empower Others and Share Leadership

- Recognize and elevate leadership at every level of the organization.
- Actively empower colleagues to rise and take ownership.
- **Create space for diverse voices and perspectives in decision-making, ensuring discussions are inclusive, solutions-focused, and aligned with shared goals.**
- Unite behind decisions and commit even when in disagreement.

5. Drive Accountability and Collective Success

- Take ownership of personal tasks and responsibilities , and empower teams to do the same.
- Hold one another accountable to embody CHN's values and culture, lead by example and with integrity, and consistently achieve goals with excellence.
- Build bridges across teams and functions, cultivating collaboration over silos.
- Focus on solutions, shared wins, and what matters most: the organization's mission, collective results, and impact over politics.
  Fully commit to and look out for the best interests and success of CHN and the Leadership Team.

CHN may, from time to time and in its discretion, change your responsibilities and this Job Description due to our business needs.

CANADA HOMESTAY NETWORK IS COMMITTED TO THE PRINCIPLES OF EMPLOYMENT EQUITY.