



Executive Profile

Regional Director, Plastics, Quebec
Chemistry Industry Association of Canada

April 2024

Introduction

Thank you for your interest in this important opportunity. This Executive Brief contains an overview of the [Chemistry Industry Association of Canada](#), an outline of the position, and an ideal candidate profile. Also included is an overview of the search process and a few points we would like to share with you at the beginning of the search.

Some of the material may be subject to change. We will do our best to keep you informed of any new developments over the course of the search.

Should you be short listed, you will be invited to interview virtually or in Montreal. You may also be invited back for further interviews if you are one of the finalist candidates.

Please hold the following dates in your calendar:

Long List Presentation of candidate material to the Committee: **Week of May 27th, 2024 (TBC).**

Short List interviews in Ottawa: **Week of June 10th, 2024 (TBC).**

Other interviews: **Week of June 17th, 2024 (TBC).**

Please send us your application materials by **Wednesday, May 15th, 2024**. This will include a cover letter (facultative), current CV, and a completed self-assessment questionnaire, which we will provide.

Please contact us should you have any questions.

Yours truly,



Marie-Hélène Gaudreault, M. A.
Partner, Leader of the Social Impact Practice
M: 613.791.6355
E: mgaudreault@boyden.com

Chemistry Industry Association of Canada (CIAC)

The Chemistry Industry Association of Canada (CIAC) is the Association for Canada's chemistry and plastics sector leaders: innovators, solution providers, and world-class stewardship pioneers. They share their members' stories with decision-makers at the federal and provincial level to shape public policy that supports innovation, investment, jobs and the environment. CIAC represents companies that produce industrial chemicals (including petrochemicals, bio-based chemicals, inorganic chemicals, and resins) that are essential building blocks for the broader manufacturing sector. In fact, 95 per cent of all manufacturing goods including plastics are touched by chemistry. Additionally, CIAC represents over 70 plastics value chain members with operations in every province that includes resin producers, converters, brand owners and recyclers.



As the founders of [Responsible Care®](#), the chemistry industry's globally recognized environmental, social and governance initiative, their commitment to its ethic and principles means that we are focused on the betterment of society, the environment, and the economy and that we "do the right thing and are seen to be doing the right thing."

CIAC is governed by an active membership and has developed a strong reputation as a pragmatic, policy-driven, problem-solving organization. It represents members' interests based on solid research and analysis. CIAC works cooperatively with federal and provincial governments and other stakeholders to find constructive policy solutions that benefit Canadian society, the environment, and the chemistry industry.

Headquartered in Ottawa, CIAC has regional representation in Quebec, Ontario, and Western Canada.

Canadian Chemistry by the Numbers



**\$108
billion**

of shipments in
chemistry and
plastics products
in 2022



190 000

Canadian jobs
related to the
chemistry and
plastics sectors



**3rd
largest**

manufacturing
sector in Canada

Context of the role

Initially, this is a transition role with the organization.

Primarily, the Regional Director, Plastics represents the association's Plastics Division in Quebec and works with CIAC policy experts, member-companies, stakeholders, and elected and government officials. In a secondary capacity, the Regional Director, Plastics will also interact extensively with CIAC's Regional Director, Quebec. Over time, as exposure to CIAC regional processes and issues increases, it is expected that this position will transition to become CIAC's Regional Director for Quebec responsible for chemistry and plastics issues as the current Director moves to retirement over the next 18-24 months.

Position Description

Reporting to the Vice-President, Plastics, it is the responsibility of the Regional Director, Plastics to develop and implement government relations strategies related to plastics and to effectively communicate and advocate with elected and government officials. The Regional Director, Plastics will advise CIAC and its members on the implications of proposed legislation, regulation, and other policy initiatives, and provide strategic advice, recommendations, and responses. The Regional Director, Plastics will also lead efforts to broaden the reach and impact of the association as the voice of the chemistry and plastics industry in Quebec.

The Regional Director, Plastics will engage Quebec Plastics Division members and key stakeholders to drive forward greater alignment in developing solutions that enable a circular economy for plastics and to leverage public and private sector funding for investment in solutions that can be commercialized and deployed as infrastructure across the country. While mainly supporting Quebec based activities the Regional Director, Plastics will also engage on Federal and International Plastics initiatives as required.

The Regional Director, Plastics will attend meetings of CIAC's Quebec Regional Committees (Leadership Groups, Business and Economics, Safety) and begin to build exposure and relationships with the issues and people involved. As circumstances and priorities allow, the Regional Director, Plastics will also shadow the Regional Director, Chemistry to bilateral member meetings and engagements with provincial stakeholders.

As needs and opportunities arise, the Regional Director Plastics may also be requested to provide assistance with CIAC's federal advocacy efforts, especially on relationships with Québec's MP's on relevant Parliamentary Committees.

Key Responsibilities

Visibility and Leadership

- Be the primary face of the plastics industry in Quebec.
- Engage and build relationships with relevant elected and unelected officials, other key public influencers, and the media.
- Maintain privileged contacts with other associations or influence groups in Quebec (Conseil Patronal de l'environnement du Québec, Conseil du Patronat du Québec, Fédération des Chambres de Commerce du Québec, etc.) in order to evaluate the coalition opportunities to increase the influence of CIAC.
- Support engagements with officials representing Quebec interests in the Province of Quebec and Ottawa.
- Assist in the representation of CIAC on international engagements towards the development of a global plastics treaty, as required.

Policy Development

- Develop and communicate Quebec plastics policies based on factual analysis in consideration by both industry and government to CIAC staff and member companies.
- Develop contacts with and communicate with key members of provincial federal, ministers, and staff in ministers' offices.
- Communicate with all levels within the Federal and Provincial government.

- Work closely with Regional Director, Chemistry in Quebec and the Regional Directors in Ontario and Western Canada to share best practices and coordinate contributions to investment and environment files both provincially and federally.
- Collaborate with CIAC policy team and Plastics Division to define and implement advocacy strategies to influence public policy debate and achieve results.
- Focus on policy integration across the broad spectrum of CIAC chemistry and plastics priority issues.
- Proactively monitor, identify and provide briefing notes, reports, and presentations on policy issues that may impact the performance of the industry in the province.

Advocacy Quebec Strategy

- Lead the development of messaging to position the industry as a cornerstone of the provincial economy, as a policy solutions provider and as a partner in the government's public policy agenda.
- Proactively monitor, identify and provide briefing notes, reports, and presentations on emerging policy issues that may impact the performance of the industry in the provinces.
- Share information on current and emerging policy files, solicit policy advice from the members and provide opportunities for members to engage with key officials on relevant policy issues.
- Build effective relationships with member-company leadership throughout the province, and provide advice and assistance on navigating issues through the Quebec bureaucracy.

Competitiveness of the chemical and plastics industry

- Provide administrative and program support to the regional committees and provide input to committees from the CIAC staff and other committees on current and emerging industry challenges, opportunities and to improve competitiveness.
- Prepare briefing notes on policy issues conduct some research and analysis and reports for consideration by CIAC and the regional committees.

Membership growth

- Define an action plan to increase CIAC membership for both chemistry and plastics.
- Reports activities to the CIAC about membership results and share data to improve membership.

Ideal Profile

Education and experience

- University degree in political science, public policy, economics, or a related discipline.
- 5 to 10 years' experience in a leadership role in public policy, public affairs, and/or advocacy communications coupled with a strong understanding of provincial government processes and institutions.
- Knowledge of the chemical and plastics industry (an asset), governments, the public policy formulation process, and the range of issues of concern to the industry and governments.
- Any other combination of education and experience may be considered.

Qualifications

- A solid track record in advocacy with a proven ability to build and maintain effective working relationships with elected and government officials and a variety of stakeholders.
- Demonstrated experience in team building, strategic planning, and organizational management.
- Exceptional written, oral, interpersonal, and presentation skills.
- Knowledge and understanding of working in a member-driven association and the ability to respond to members needs, and exercise leadership and diplomacy amongst diverse perspectives and priorities.
- Energetic, self-reliant, problem solver, results oriented.
- Experience in developing, implementing, and executing strategic initiatives focused on the key areas of responsibility.
- Proven leadership and strategic thinking skills.
- Experienced and effective public presenter and speaker.
- In-depth knowledge of provincial and federal government structures combined with experience in government or dealing with government, or in public affairs in a related industry.
- A solid understanding of the chemistry sector, its core competitiveness factors and relationship within the economy of Quebec an asset.
- Previous experience within either the broader energy sector or other regulated industry

would be an additional benefit.

- A solid reputation as a reliable, principles-based, and effective advocate and relationship builder.
- In-depth knowledge of provincial and federal government structures combined with experience in government or dealing with government, or in public affairs in a related industry.
- Previous experience within either the broader energy sector or other regulated industry would be an additional benefit.
- A solid reputation as a reliable, principles-based and effective advocate and relationship builder.
- Fluency in French and English is essential.

The Chemistry Industry Association of Canada is an equal opportunity employer. We strongly encourage applications from women, Indigenous people, persons with disabilities and members of visible minorities. In keeping with Immigration, Refugees and Citizenship Canada requirements, all qualified persons are invited to apply; however, preference will be given to Canadian citizens and permanent residents.

In compliance with the Accessibility for Ontarians with Disabilities Act (AODA), the Chemistry Industry Association of Canada provides reasonable accommodations to individuals with disabilities. If contacted for an interview, applicants should make any accommodation needs known at that time.

Steps in the Selection Process

1. Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your *résumé*, *cover letter* (facultative), and any other relevant material to us.

Applicants whose background and experience most closely match the requirements of the role, will be asked to complete a *Self-Assessment* questionnaire; the purpose of the Self-Assessment is to offer you the opportunity to highlight, in your own words, how your experience aligns with the key mandates and criteria of the role.

The materials that will be presented to the Selection Committee, should your candidacy be presented, are your:

- Completed Self-Assessment Questionnaire
- Cover Letter (facultative)
- Résumé

2. Interview

Once we receive the *Résumés*, *Cover Letters*, and *Self-Assessments* of those who express interest in the position, we will compare them against the *Candidate Profile* and also against the backgrounds of other candidates. We will then conduct a comprehensive interview of the top-rated candidates to assess fit, motivation, executive intelligence, experience, and alignment with the key criteria set out above.

3. Candidate Due Diligence

We will let you know as soon as possible after the interview if we will be proceeding further and presenting your candidacy to the Selection Committee for its consideration; we will also ask you about your interest and whether you would like to continue in the process. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision. Usually there are three categories:

- a) Matters of Fact – These include benefits, pension plans, vacation policy, perquisites, and an approximate indication of the compensation plan. If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you.
- b) Matters of Family – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.
- c) Matters of Fit – Please list the remaining questions that you would need to have answered about the position and the organization and pass them along to us. We will be happy to answer them for you.

The goal of gathering all of this information is to help you make an intelligent decision, as soon as possible, about the degree of your interest. *In fairness to everyone, please do not go further if you really 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 get the additional information you need.

It is not uncommon for candidates to be pursuing multiple opportunities concurrently. In the interest of transparency, if you are a candidate for another opportunity, please let us know immediately, and keep us informed of your status. Doing so does not reflect negatively on your application, it simply ensures full disclosure from all parties involved.

4. [Preparation of Long List and Creation of Short List](#)

If after your interview with us and your due diligence, you remain interested, we will include your application in our *Candidate Report*. The *Candidate Report* will include the materials noted in step 1 above, and any additional supporting materials such as letters of reference. The Report will be presented to the Selection Committee, for its review and consideration. From this, the Selection Committee will choose a *Short List* of candidates that it will invite to an interview.

5. [Interview with the Selection Committee](#)

Interviews with the Selection Committee are scheduled as follows:

Round 1: The first round interviews will each be 60-90 minutes long and will centre on discussing key priorities and the role. All candidates will be notified of their status at the end of the first round of interviews.

Round 2: Two or three candidates may be invited back for a second interview. The second interview will be less formal and focused on addressing any unanswered or new questions arising from the previous interview.

6. [If you are the Finalist – Assessment and Referencing](#)

If you are chosen as the finalist, references will be conducted at this stage; we will want to speak with people who have known you from a subordinate, peer, superior, and client perspective. We will work with you to choose a set of referees who can provide a complete picture of your employment history, skills, weaknesses, strengths, competencies, values, etc.

Finally, we will ask you to provide us with the necessary information and authorization to complete a detailed background check (education, social media, credit, criminal, etc.).

7. [Presenting the Assessment, Reference, and Background Findings to the Selection Committee](#)

At the completion of the references, assessments, and background checks we will present the findings to the Selection Committee for its review and consideration. The Selection Committee will meet and make its final selection.

8. [Steps Leading to an Offer](#)

If you are selected as *the* finalist candidate, and if no further references are required, you will be made a verbal offer of employment during which time the terms and conditions of the *Offer of Employment* will be discussed with you. We will facilitate the negotiations and present you with the formal *Offer of Employment* once agreement is reached.

Etiquette Regarding an Offer

If this position is offered to you, we would like to know that you will honour two standards of professionalism:

- First, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family) and will not 'shop' or discuss the offer with your present employer.
- Second, that if you accept the offer, your word is your bond and we can count on the fact that you will be joining our client. We understand that candidates can sometimes have doubts and second thoughts after making the decision to make a major career change. These feelings are quite common, and you are wise to anticipate that they may arise. On the other hand, we want to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel the offer.

If either of these conditions is unacceptable to you, please inform us immediately. We will do our best to keep you informed throughout the process.

Résumé Accuracy

The Association of Executive Search Consultants estimates that approximately one in five résumés contain material information that is untrue. Examples include the listing of degrees that have not been obtained, titles and dates of employment that are incorrect, and accomplishments that are overstated. As a result, our firm has adopted the practice of verifying the claims made in the résumés of finalist candidates. Our policy is to

discontinue the candidacy of anyone whose résumé contains distortions of material information.

If you notice an error in your résumé after you have forwarded it to us, please contact us immediately and send us a corrected copy.

Confidentiality

Privacy is very important to the candidates we present since many are successfully employed and not actively looking for new employment. Please keep candidate information confidential, and only make it available to those directly involved in the interview and selection process. At Boyden, we respect the confidentiality of the personal information our candidates and clients provide us with.

To comply with privacy legislation, Boyden has adopted a privacy policy related to the collection, use and disclosure of personal information in our executive search assignments.

Boyden Contact

Marie-Hélène Gaudreault
Partner



Tel 613.791.6355

mgaudreault@boyden.com