



ACCESS TO JUSTICE BC

Request for expressions of interest:

Access to Justice BC (A2JBC) Strategic Coordinator

Contract opportunity - Starting January 2021

Organization description

[Access to Justice BC](#)

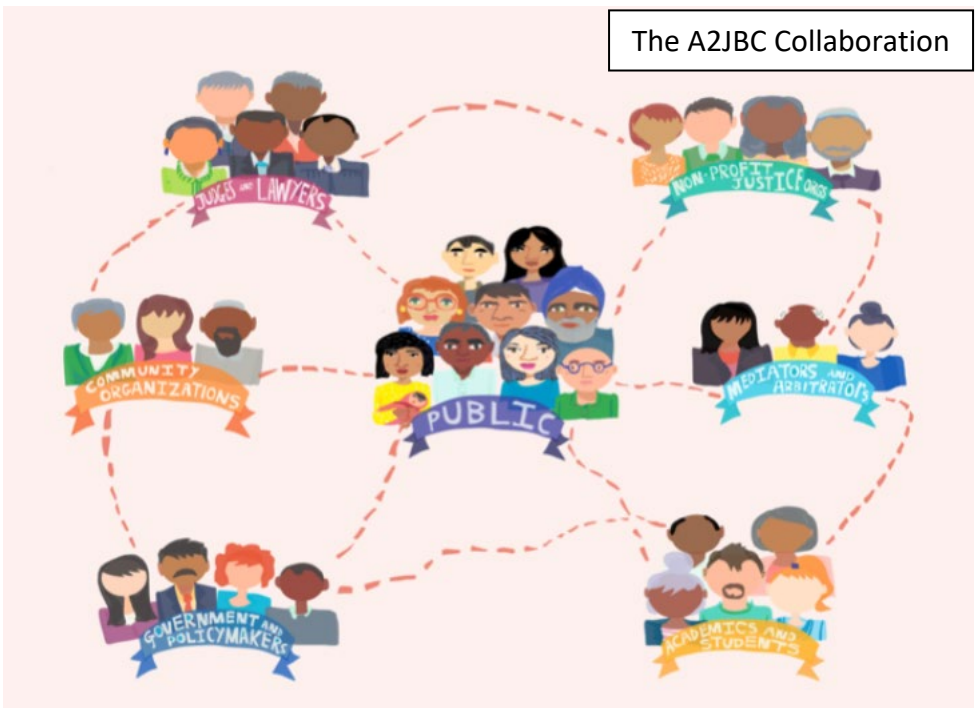
(A2JBC) is a collaboration of individuals and organizations committed to improving access to family and civil justice in British Columbia. It is chaired by the Chief Justice of BC.

A2JBC's is a non-partisan organization whose goal is to bring people and institutions across the justice sector together to address the current access-to-justice crisis, and to promote action in

addressing that crisis. An estimated 80%+ of people with civil and family legal problems are not accessing the courts or legal services, and many of those who access the justice system find it unresponsive to their needs. Change is underway and A2JBC has an important role to play in fostering that change.

A2JBC provides an important nexus among justice sector stakeholders including the judiciary, government agencies, legal organizations and other non-profits, and justice system users. It takes a broad view of the justice system as including all services intended to help people prevent, manage and resolve their legal problems, not just lawyer and court services, though those are included. A2JBC's theory of change is that significant improvement of access to justice occurs when the organizations in the justice system:

- work at improving access to justice in collaboration rather than in silos;



- focus on the user perspective, reflecting the needs of the public or "users" of the justice system;
- are ready to experiment and not assume they need to know the answers before they act; and
- take an evidence-based approach, asking themselves whether what they are doing working for the users.

In 2019, through A2JBC, the BC justice sector made a bold new commitment by over 50 organizations signing the Access to Justice Triple Aim – a commitment that will guide initiatives and reforms for making family and civil justice more accessible to British Columbians. Each participating organization committed to the common goal to improve access to justice in BC and to action to pursue that goal. The one goal has three interrelated elements: improving access to justice at the population (or sub-population) level, improving the experience of users who need access to justice and improving costs, which includes reducing costs in other sectors because of the benefits of improved access to justice.

A2JBC is principally funded through a grant from the Law Foundation of BC.

Scope of services to be provided by the Strategic Coordinator

Access to Justice BC seeks expressions of interest from creative, collaborative and strategic leaders and facilitators to assume the role of Strategic Coordinator. The Strategic Coordinator role is a contractor and must be able to work from their own premises with their own equipment. The role is currently a partial time role for the incumbent, who maintains a part-time consulting practice. This role could be undertaken as a partial time role for an individual who desires to continue to conduct other work, but could also be expanded upon negotiation and depending on the availability of the contractor and resources. The Strategic Coordinator will set their own hours and days of work as they see necessary to deliver the work that is required, and will bill for their time as agreed.

The Strategic Coordinator will help shape A2JBC's goals, initiatives and workplans to enhance access to justice in British Columbia. To succeed in this role, the Strategic Coordinator must be a systems thinker and a strategic thinker who is capable of leading projects from vision through to execution—perceiving emerging opportunities for impact; building a goal-oriented strategy; articulating a shared vision and inviting external stakeholders into alignment around that vision; casting a spotlight on innovative approaches; and promoting implementation. A key aspect of the Strategic Coordinator's role is to continue to promote the Triple Aim commitment and to help translate the commitment into meaningful and measurable change in the justice sector.

The Strategic Coordinator provides "service leadership" to the A2JBC collaborative, operating with openness and transparency, engaging others, listening, measuring success through growth and development, and encouraging the justice sector broadly to aspire and grow to its best potential.

The pandemic has disrupted many aspects of the usual functioning of the justice system in BC. The system has had to respond quickly, implementing many transformative changes in a matter of months that previously would have taken years to see through to completion. There is currently a high degree of receptivity to change in the justice sector. The incoming Strategic Coordinator can play a key role in influencing that change by engaging with people across the sector.

The Strategic Coordinator is responsible for the following:

1. A2JBC planning and project execution, developmental evaluation, reporting
 - a. Develop strategic alignment around A2J initiatives, and provide leadership in A2JBC's role following through on these initiatives;
 - b. Through research, relationship-building and consultation with stakeholders and justice sector players, creatively strategize in relation to the possible roles that A2JBC can play and ways in which A2JBC can foster innovation and change within the justice sector;
 - c. Support A2JBC strategic projects and initiatives
 - i. Develop, plan and ensure the execution of A2JBC-supported projects and initiatives, through collaboration with justice sector actors;
 - ii. Provide leadership and expertise in steering projects, subject to the guidance of the Steering Committee and other working groups, including the Access to Justice Service Innovation Lab, the unbundling of legal services, family law navigation, the Family Justice Innovation Lab, the A2JBC collaborating to address Adverse Childhood Experiences within the family justice system, and others.
 - d. Ensure that equity and inclusion are integral considerations in A2JBC's work;
 - e. Ensure that the work of A2JBC, in a sensitive and appropriate way, assists to advance the process of meaningful reconciliation between Indigenous and non-Indigenous peoples as it relates to the justice system, and ensure that A2JBC's conception of access to justice includes recognition of Indigenous legal orders that govern human to human relationships;
 - f. Maintain a strong awareness of access to justice issues throughout BC and beyond, and a strong familiarity with emerging trends and research;
2. Lead A2JBC's efforts to promote, expand and implement the A2J Triple Aim
 - a. Coordinate the A2J Triple Aim campaign and lead the strategy to keep justice sector stakeholders engaged in the process of implementing the

commitment into their operations in a way that improves access to justice for people in BC;

- b. Continue to grow the Triple Aim commitment by cultivating other endorsers;
 - c. Promote measurement and evaluation in the justice sector that supports the triple aim, including collaborative development and refinement of a measurement strategy in collaboration with other key leaders such as the Access to Justice Centre of Excellence at the University of Victoria Faculty of Law.
3. Representing A2JBC externally and at the national level
- a. Attending provincial and regional events and conferences on access to justice;
 - b. Representing BC in the national access to justice Action Committee summits;
 - c. Maintain and build relationships with counterparts from other provinces and territories.
4. Coordinate the A2JBC Leadership Group
- a. Provide strategic support to the Leadership Group and Steering Committee;
 - b. Lead the process of creating, planning and carrying out meetings of the Leadership Group and other groups that form a part of the collaborative. Strategize and develop the topics and plans for meetings to move forward the provincial dialogue on access to justice;
 - c. Lead the process of developing a Leadership Group that is broadly reflective of justice sector actors and stakeholders;
 - d. Ensure that meeting outcomes are documented and influence stakeholders in relation to follow-through on commitments to enhance access to justice.
5. Coordinate A2JBC governance processes
- a. Support the Chief Justice as Chair of A2JBC in planning agenda and other aspects of work for the steering committee, governance committee, and other committees and working groups;
 - b. Provide report on A2JBC activities for the steering committee and any other necessary materials;

- c. Coordinate the recruitment of members for the Leadership Group and other bodies within A2JBC, with sensitivity to ensure that equity and inclusion, representation of justice system users are key considerations;
 - d. Lead the process of dealing with governance questions for A2JBC, including ensuring that best practices are in place for A2JBC processes.
6. Support initiatives to improve Indigenous access to justice and the recognition and resurgence of Indigenous systems of justice
- a. Build and maintain relationships with Indigenous justice sector organizations;
 - b. Support of Cowichan Tribes Justice Collaborative and, as appropriate and at the invitation of Indigenous nations or Indigenous justice organizations, support other Indigenous law-related work
7. Engagement/communication activities
- a. Oversee the development and implementation of A2JBC's public communications work, including its engagement strategy, through social media, traditional media, events and other means;
 - b. While respecting the unique nature of A2JBC as a non-partisan collaborative that includes justice sector institutions, stake out a position for A2JBC as a thought leader on access to justice issues;
 - c. Liaise with law schools providing summer students or other internship support and supervise students;
8. Manage A2JBC finances
- a. Manage A2JBC's relationship with funders, including grant applications and reporting;
 - b. Ensure the planning, tracking and management of A2JBC finances;
 - c. Oversee contractors and others providing services to A2JBC;
 - d. Resource development: Ensure that A2JBC has adequate financial resources, including grant funding, to carry out its functions.

Skills and attributes – the following skills and attributes will be *beneficial* in providing these services (these are not all pre-requisites, but are an indication of things that will be helpful):

- Understanding of the justice system, and the barriers to accessing justice in BC;
- Understanding of the legal, policy and socioeconomic realities and challenges that impact A2JBC's work, including the work of the Ministry of Attorney General and other government actors in the justice system;

- Understanding of Indigenous justice issues, including a familiarity with Indigenous legal orders;
- Understanding of human rights and the unique barriers Indigenous and racialized people and other equity-seeking groups face in the justice system;
- Indigenous relations cultural competencies, including:
 - Showing courage and conviction in advocating for change within institutions for the betterment of Indigenous peoples, including stepping forward, from a place of humility, respect and knowledge, to name needed change and to advocate for it.
 - **Cultural agility** - the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's one culture and worldview and the culture of the legal and justice sector, and to notice the commonalities and the distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values, the justice sector and the philanthropic sector's values and practices may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.
 - **Empathy** is the ability to recognize, understand and directly experience the emotion of another. It involves listening with heart, accepting their message, and staying focused on others experiences rather than reacting. It means understanding that behaviour may be connected to something outside of the immediate situation.
 - **Sustained learning and development** means continually increasing your ability to build and maintain respectful and effective relationships with Indigenous people. Central to this competency is appreciating that there are many cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways.
- Demonstrated commitment to justice, equity, diversity, and inclusion, including an intersectional understanding of disadvantage;
- Skilled in influencing others without directing them, through personal credibility, leadership and an understanding of others' perspectives and interests.
- Decisive insight - ability to draw on one's experience, knowledge and training, data, and the knowledge of others, to analyze and solve problems in difficult and complex situations to support making the best recommendations possible at the most appropriate time, taking into account risks and benefits;

- Effective at building trusting relationships internally and externally, and particularly the ability to build and maintain a positive and productive relationship with government and court institutions;
- Self-reflective, critical thinker about their work and the organization's work, with an aim to improve systems and outcomes;
- Communications and engagement skills:
 - Ability to communicate and engage with a broad range of people in a way that meets the targeted audience;
 - Ability to listen in a deep way that takes in and comprehends information across a range of communications styles, with attention in multi-stakeholder settings to making sure all participants are fully heard; able to learn from people's best ideas, share best practices and experiences, and contribute to a learning environment
- Ability to manage work independently and be comfortable working independently a significant part of the time, but also to collaborate in teams;
- Strong understanding of issues related to the use of technology in the justice sector, and personal proficiency in the use of work-related technology;
- Very strong and demonstrated skills in facilitation and/or process leadership;
- Discretion and ability to handle confidential issues;
- Comfortable working with funders and in developing strategies to secure adequate financial resources;
- Administrative skills, in particular an appreciation for the importance of strong fiscal management and experience managing budgets.

Experience and qualifications – the following experience and qualifications would contribute to the success of the person in providing these services:

- 10+ years of relevant experience in the justice sector
- Advanced degree in a related discipline or equivalent relevant experience, including lived experience; Qualification as a lawyer is useful but is not a requirement – the ability to deeply understand access to justice issues is required;
- Leadership experience developing and implementing a strategic vision, embracing a service leadership philosophy and practice – strong internal and external leadership skills;

- Proven track record of achieving change through creative thinking, and ability to manage change including planning, building support, communication, and handling resistance to change in a way that promotes successful implementation;
- Experience in multi-stakeholder policy work;
- Experience in community outreach and engagement, preferably including direct work with marginalized communities;
- Experience working in an environment that works to affirm the rights of disadvantaged and marginalized groups such as: Indigenous peoples, LGBTQ2S+; persons with disabilities; ethnic, religious or linguistic minorities; and/or women and children
- Experience in coalition building;
- A nuanced understanding of the links between ability to access the justice system and socio-economic status and poverty, as well as the situation of Indigenous people and equity-seeking groups in the justice system;
- Familiarity and experience working with grassroots organizations assisting communities, NGOs, academic bodies and governmental institutions involved in the broader justice sector;
- Familiarity with board governance;
- Experience working with grants and funders an asset

Compensation

The Strategic Coordinator is not an employee but an independent contractor who is engaged by and is responsible to the A2JBC steering committee.

A2JBC aims to negotiate a contract that will ensure the contractor is compensated competitively for their time. Agreed compensation will depend on the amount of time dedicated to the role (the percentage of a full time equivalent that is agreed) and the experience of the contractor. The minimum that A2JBC expects to pay, if the services were provided at the equivalent of a full-time basis is \$100,000, plus GST; if the role were three or four days per week, the minimum range is expected to vary in proportion to the time dedicated to this project. A2JBC expects that a minimum commitment of three days a week (on average) will be required to carry out these services. The contractor will be responsible for remitting their own tax and remitting GST on their services. The contractor will submit monthly invoices for their fees and reasonable disbursements incurred in performance of the contract.

In a non-pandemic situation, it is expected that the contractor would travel from time to time as required to attend meetings, including annual national meetings on Access to Justice issues which usually take place in eastern Canada. A2JBC-related travel to meetings outside southern coastal BC is covered at A2JBC's expense. Periodic A2JBC

Leadership Group and Steering Group meetings ordinarily take place in the Lower Mainland, but are currently taking place by video. The current Strategic Coordinator lives in the Gulf Islands; the contractor could work from locations in southern coastal BC including the Lower Mainland or southern Vancouver Island. Reasonable travel within southern coastal BC for A2JBC meetings in the Lower Mainland could be reimbursed subject to negotiation.

Process for expressions of interest

A2JBC is committed to ensuring equity, diversity, and inclusion in its work.

Expressions of interest from members of communities that are marginalized or that experience structural discrimination including those identifying as Indigenous, people of colour, members of non-dominant ethnic, religious, linguistic, and/or cultural groups, women, (im)migrants/newcomers, people with (dis)abilities, and LGBTQ2S+ people, and we strongly encourage applicants to self-identify in their application if they feel comfortable in doing so.

Individuals interested in providing services as Strategic Coordinator of A2JBC are invited to submit:

1. An expression of interest in letter format (PDF)
2. A resume or CV (PDF)

Please email these confidentially in PDF format dmacfarlane@lawfoundationbc.org. **PLEASE USE THE SUBJECT LINE “A2JBC Expression of Interest”.**

A2JBC will request references and examples of work from individuals that are under serious consideration.

A2JBC will begin its formal review of expressions of interest immediately, and will consider expressions of interest on a rolling basis prior to the **closing date of October 23**. It will be advantageous for interested individuals to submit their expressions of interest as soon as possible. Start date for the contract would ideally be January 1, 2021, and a “soft start” could be negotiated in which the contractor ramps up the time dedicated to the contract over the first months.

Interviews will be conducted by Zoom video conferencing by a committee of A2JBC steering committee members. A2JBC will make appropriate accommodations if needed for candidates that it interviews. There may be a request for a second interview, and a request for writing samples or work product to be provided. Please note, the successful contractor may be required to submit a police record check.

By submitting your expression of interest, you certify that all information submitted is true, complete and correct. Any information provided in by you, in any assessment documents or processes and/or an interview that is found to be false or misrepresented in any respect, may eliminate you from further consideration for engagement or may result in termination of the contract once it has begun.