

Job Description

Job Title:	Co-op Services Manager
Department:	Co-operative Education
Reports To:	Director, Co-op Services
Jobs Reporting:	Assistant Service Manager
Salary Grade:	USG 10
Effective Date:	May 2022

Primary Purpose

The Co-op Services Manager ensures that operational service activities and processes within Co-operative Education maximize success of students and employers in the hiring process, and that the employment process is carried out in an efficient, cost effective and service focused manner. The Co-op Services Manager focuses on continuous improvement, process stabilization, calendar execution, and ensures student rank/match process is optimized. The role has a high impact on co-op employer/student relations and retention strategies for employers. In collaboration with the Director, Co-op Services, provides a leadership role in the Co-operative Education department in defining a service focused environment and enhancing service quality.

The Service team works closely with the Operations team. These two teams are co-dependent and each must ensure all processes are executed efficiently to enhance quality of service to stakeholders. The Co-op Services Manager focuses on the strategy and risk mitigation of the portfolio, allowing the Assistant Service Managers to manage daily operational logistics and support the strategic development of their respective portfolios.

Key Accountabilities

Service Excellence

- Leads the creation and execution of service standards for the Service Team, ensuring student and employer satisfaction.
- Creates and fosters a culture of exceptional customer service and ensures staff handle interactions professionally, effectively, empathetically, and in accordance to the University's Service Promise, Values and Equity, Diversity, and Inclusion.
- Provides overall direction for Assistant Service Managers and their respective teams to develop a strategic staffing model, enabling cost-effective delivery of services.
- Advocate for stakeholders regarding process/system improvements to enhance service delivery.
- Interpret policies to establish efficient and effective service delivery.
- Manage productive, collaborative working relationships across Co-operative & Experiential Education (CEE) and campus partners.

Strategic Leadership and Oversight

Work collaboratively with the Assistant Service Managers on proposals to drive holistic developments for the Service Team. Provides forward-thinking leadership by researching and identifying trends for a proactive rather than reactive approach. Apply an innovative mindset to identify opportunities for improvement and provide new solutions to old problems, encouraging staff to accept and embrace change. Aligns proposals with Co-operative & Experiential

Education's (CEE) objectives and influences the team to reach a shared goal. Often plays a leading role in CEE initiatives that impact work across the Service Team.

Oversees and integrates service delivery for three strategic areas, led by an Assistant Service Manager: Co-operative & Experiential Education (CEE) Hub, Interview Day Services (IDS), Employer Information Sessions (EIS).

- **CEE Hub portfolio:** Includes a team of Co-op Service Specialists who provide frontline service to students and employers to support the core employment process, WaterlooWorks, student record interpretation, and experiential education. The CEE Hub contributes to employer retention and student satisfaction.
- **IDS portfolio:** Includes a team of Co-op Service Representatives who provide frontline service to students and employers on interview days, including system troubleshooting and process delivery. IDS has a direct impact on student and employer satisfaction, interview experiences and opportunities, and job match success.
- **EIS portfolio:** Includes a team of event coordinators and facilitators who support information sessions, including relationship management, event crisis management, logistics, and maintaining an up-to-date knowledge base of relevant EIS trends. EIS contributes to employer satisfaction and is a value-add complement to their recruiting strategy and brand exposure.

- **Knowledge, Expertise and Continuous Improvement**
- Lead, support, or implement CEE initiatives and continuous improvements to optimize the service delivery model and contribute to cross-functional working groups and committees.
- Apply knowledge of CEE strategies, initiatives, goals, objectives, key performance indicators, and frameworks, such as the Future Ready Talent Framework that helps students and employers navigate the future of work in an emerging, complex global workforce.
- Support employer engagement and retention through EIS strategies and assess employer satisfaction.
- Monitor evolving trends with interview methods (e.g., remote volume increases) and create staffing plans to support multiple, unified communication platforms.
- Advocate for and/or oversee implementation of technological improvements.
- Escalation point for higher-level decision-making and challenges. Applies immediate service recovery solutions and ensures appropriate follow-up.
- Ensure team provides proactive and stakeholder-focused service through an integrated network of communications and maintains a broad knowledge base related to employment processes, co-op, and experiential education programs. Determines patterns that may indicate a process/system/website solution is required.
- Applies critical thinking for immediate resolution related to building issues impacting effective delivery of service during interview and event periods.
- Oversight on key metric reporting on the Service Team to evaluate success of the three strategic areas, and make data-driven, informed decisions.

Lead and Manage Direct Reports and Ensure the Delivery of Results in Support of CEE's Mission, Vision, Values, and Goals

- Manages the team in the execution of the core employment process and co-operative and experiential education programs.
- Manages all recruitment, onboarding, and training of the best qualified staff available from inside or outside Co-operative & Experiential Education.
- Develops effective work team dynamics.

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- Implement change management practices to ensure a positive experience for employers and students that complements their recruiting and work term experiences.
- Sets goals, expectations, and identifies staff development opportunities to create clear paths to success. Co-creates with the employee a development plan, follows through on progression, and ensures opportunities for portfolio growth.
- Holds employees accountable for performance including consistent application of business processes. When faced with challenging performance situations, identify and document concerns, provide clear direction, implement a performance improvement plan when required, and monitor employee's progress.
- Manages performance through both formal (performance appraisal) and informal methods such as regular feedback, coaching and one-to-ones.

Provide Overall Leadership to the Organization by

- Champion mission, vision, values, and goals and play a leadership role in bringing them to life.
- Contributes to the development of annual goals and objectives. Provides leadership, direction and strategic planning for the Service Team, based on the overall strategy for Co-op Services, and the various frameworks, such as the Future Ready Talent Framework.
- Monitors business practices and processes to ensure the Service Team works effectively with all stakeholders.
- Supports the development of new capabilities required by the introduction of new systems, tools or processes within Co-operative & Experiential Education (CEE) Business Services.

**All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.*

Required Qualifications

Education

- University undergraduate degree in Business Administration, Communications, Operations Management or related field.
- Equivalent combination of education and experience will be considered.

Experience

- 5 years of experience in a service focused organization, including leading and managing teams.
- 3 years of experience in event management an asset.
- Demonstrated success in leading change efforts and continuous improvement.
- Proven skill in relationship management and achieving results using a collaborative approach.
- Demonstrated high level of organization and ability to manage high volumes of activity and change.
- Experience in successfully resolving challenging customer service issues.
- Intermediate to advanced skill level in Microsoft Office suite.

Knowledge/Skills/Abilities

- Knowledge/implementation of strategic staffing model preferred.
- Knowledge of employment processes, recruitment, co-op programs, or policies and guidelines strongly preferred.
- Broad understanding of academic programs and unique requirements of students/employers an asset.
- Adept at probing, critical thinking, problem solving, and a high tolerance for ambiguity.
- Process driven mindset, balanced with the need for service excellence.

- Effective resolution of escalated issues with service recovery and staff management required, often immediate.
- Ability to lead fast-paced, complex processes, and balance multiple, competing priorities.
- Demonstrated technological agility and experience managing unified communication platforms across a service team an asset.
- Ability to self-assess current skills with a commitment to lifelong learning and expanding and transferring knowledge and expertise to adapt with evolving business needs in the workplace.

Nature and Scope

- **Contacts:** : Internal: The Co-op Services Manager deals with, motivates and influences direct reports and co-workers in daily interaction with students and employers, and discusses problems with other Co-op Services team members, Co-operative & Experiential Education (CEE) staff, and the broader CEE leadership team to understand and assess the impact of process or system changes. The Co-op Services Manager deals with and influences students to resolve difficult situations. Externals: The Co-op Services Manager deals with and influences employers to resolve difficult situations and support unique interview, hiring and employer information session requests to retain strong employer relationships.
- **Level of Responsibility:** The Co-op Services Manager manages a team of Assistant Service Managers. They influence the actions of all staff that are impacted by or involved with the employment process (i.e. teams supporting employers and students). The Manager is responsible for ensuring that the core processes are run every term. They have knowledge to support unique and often one-time difficult situations. The Co-op Services Manager works with minimal supervision to manage a large team. This includes a large compliment of staff (permanent, contract, co-op, casual), where high turnover necessitates continual recruitment and training efforts. The Co-op Services Manager also provides leadership within CEE in defining a service focused organization and coaches all levels of CEE staff in Interview Day Services (IDS). This position is responsible and accountable for the quality and accuracy of service delivered which can have significant impact on the reputation of Co-op, CEE and the University. In collaboration with the Director, Co-op Services, the Co-op Services Manager is responsible for monitoring and managing spending within a pre-set budget. The Co-op Services Manager ensures oversight of Employer Information Session (EIS) invoicing, service recovery, and financial reconciliation. The Co-op Services Manager has the ability and authority to resolve all escalated employer/student issues as necessary.
- **Decision-Making Authority:** The Co-op Services Manager makes decisions on hiring, staffing and workload balancing, and interprets policy and guidelines. The Co-op Services Manager makes day of interview decisions that impact the students' and employers' experience. When escalated situations arise, the Co-op Services Manager make decisions to decide event format, staffing, location, emergency procedures, etc. according to the business requirements. The Co-op Services Manager also manages and ensures positive vendor relationships. The Co-op Services Manager troubleshoots and resolves systems issues and difficult situations with employers and students (e.g. interview experiences, satisfaction with EIS). The Co-op Services Manager has the ability and authority to resolve all escalated employer issues. These escalated issues vary in complexity and frequency and can stem from employer experiences with CEE staff and processes or from interactions with UWaterloo service groups/campus partners. Some of these groups include Parking, Food Services, Central Stores, venue coordinators (internal and external), audio-visual department, paging system failures, interview and EIS volume, student and employer issues, inadequate facilities or building readiness. The Co-op Services Manager assesses these issues and applies excellent judgment and varied strategies immediately to ensure employer retention, and student and employer satisfaction.

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- **Physical and Sensory Demands:** This role requires exertion of physical or sensory effort resulting in slight fatigue, strain or risk of injury. It may involve constant interruptions from e-mail, face-to-face interaction, and phone.
 - **Working Environment:** This role involves minimal psychological risk resulting from unavoidable exposure to hazardous, disagreeable or uncomfortable environmental conditions. This role involves exposure to emotionally disturbing experiences and/or interactions with people who are upset, angry, abusive, aggressive, unstable or unpredictable (e.g. dealing with employers who have escalated an issue), lack of control over work pace due to control by machine or work process (e.g. working with a system with limited functionality to meet employer needs, or unpredictable breakdowns that may cause moving immediately to a manual process) and constant interruptions (e.g. employer issues, phone desk, event crisis management, staffing coverage, etc.). Service support during main interview periods will require work outside of core business hours from (e.g. 7:30 a.m. to 9:30 p.m. or weekends). Irregular and/or high volumes and multiple and/or tight deadlines beyond one's control.