

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:	October 2018

Primary Purpose

The Co-op Services Manager ensures that the execution of the Co-op core employment process is carried out in an efficient, cost effective and service focused manner to maximize success of students and employers. The Manager focuses on continuous improvement, process stabilization and calendar execution. This role has a high impact on Co-op employer/student relations and retention strategies for employers hiring from the co-op and graduating job boards. Escalated issues presented to the Manager must be dealt with promptly and effectively. These actions may affect the success of employers and students and have an overall effect on student success and employer retention. In collaboration with the Director, Co-op Services, provides a leadership role in the Co-op department in defining a service focused environment and enhancing the overall quality of service to all stakeholders.

The Service team works closely with the Employment Services team to ensure the success of the end to end employment process for employers and students. There are several hand offs throughout the term and each team must ensure all aspects of the process are carried out completely in order to maximize efficiency of the process and service provided. The Manager focuses on the strategic aspects and risk mitigation (based on work happening outside regular business hours) of the portfolio, allowing the Assistant Service Managers to manage the day to day tasks.

The unit consists of three strategic areas, *Interview Day Services (IDS)*, *Employer Information Sessions (EIS)*, and *Information Centre and Help Desk Services*, each led by an Assistant Service Manager (ASM).

Key Accountabilities

Service Excellence

- Leads the creation and execution of service standards for Co-operative Education.
- Creates a culture of exceptional customer service and ensures staff handle interactions professionally, effectively, empathetically, and in accordance to the University's values in regards to diversity, accessibility and inclusion.
- Leads the development and delivery of the evolving services and associated standards.
- Manage teams to execute defined and agreed upon service standards while ensuring the student and employer experience exceeds customer service excellence, resulting in employer retention and student satisfaction.

Service Delivery

- Manage a team of full time permanent, part time permanent, contract, casual and co-op students to maximize success of the student and employer experience related to Co-op Services.
- Develop staffing model to coordinate workloads among all staff during peak and non-peak periods to enable cost-effective delivery of services. Develops strategy for cross training staff across functions/teams to reduce turnover of staff and better utilize staff resources.

- The Core Employment System (WaterlooWorks) continues to evolve with the introduction of new co-op initiatives every year, including ongoing introduction of new system builds and process changes. As the first point of stakeholder contact for WaterlooWorks, the help desk must triage and troubleshoot inquiries and escalate when a broader system solution is required. The Manager advocates for stakeholders regarding process/system improvements to enhance service delivery and maintains an evolving staff training plan to ensure they are abreast of new and upcoming process/system changes.
- Maintain integrity, efficiency and effectiveness of employment processes for all users, ensure tight deadlines of the Core Employment Process are met. Advocate for staff as processes change to ensure they do not degrade service provided to co-op students and employers.
- Interpret policies and guidelines to establish efficient and effective procedures.
- Manage how changes are implemented to ensure staff are trained and equipped to provide a positive experience for employers and students that complements both employers' hiring strategies and students' job search strategies, to increase job fit and job match success.
- Manage strong relationships within Co-op Services (with the Employment Services team), throughout co-operative education (all student and employer facing staff), with other CEE units (specifically CEE Services regarding system changes and reporting requirements), and campus partners (specifically event service providers for Employer Information Sessions) who are key stakeholders in our operations.
- Leads cross-functional working groups related to streamlining processes, continuous improvement and enhancing services for stakeholders.
- Oversees and integrates service delivery for three strategic areas, each led by an Assistant Service Manager:
 - **Interview Day Services (IDS)** End-to-end management of the Interview Day logistics including staff deployment and the management of IDS stations and processes. Contributes to employer retention and student satisfaction in the core employment process. Portfolio operates from 7:00am to 7:30pm during peak periods.
 - **Employer Information Session (EIS)** End-to-end management of employer networking/recruitment events. Contributes to employer branding efforts with students which complements their recruiting strategy and enhances success with the recruitment process. Provides students with opportunities to network with employers to enhance success with the recruitment process. Portfolio operates until 10:00pm during peak periods.
 - **Information Centre and Help Desk Services** Provides proactive and stakeholder-focused service (student, employer, staff, etc) as the first point of contact, through a variety of formats (in person, phone, email, WaterlooWorks messaging, and virtual platforms) in regards to the core employment process, the WaterlooWorks system and student record interpretation. Portfolio operates from 8:00am to 7:30pm during peak periods.

Knowledge Expertise

- Oversee work of Assistant Service Managers to manage workloads among permanent staff, co-op students and casual staff to enable cost-effective delivery of the Information Centre, Interview Day Services and Employer Information Sessions. This portfolio requires ongoing sourcing and hiring of new staff.
- Act as escalation point for employers, students and other stakeholders regarding higher-level decision-making and challenges. Resolves escalated issues when required by providing immediate solutions and ensuring appropriate follow up is completed.
- Support the employer recognition framework and employer retention strategy by seeking to understand objectives for Employer Information Sessions; creating event options that provide brand

awareness for employers and networking opportunities for students; and assessing success of Employer Information Sessions based various measures, including employer satisfaction.

- Design and implement strategic staffing model (e.g. Co-op Services Specialist Career Path) to ensure staff are recognized for specialized skills. Model should promote staff retention in a high turnover portfolio.
- Monitor the changing trends in interview methods (e.g. increase in webcam popularity), and create staffing plan to manage multiple call centres in various locations. Advocate for and/or oversee implementation of technology improvements in all areas of Interview Day Services (e.g. paging system, webcam software, paperless call centre process).
- Ensure full integration of front- and back-office service desk operations (i.e. Information Centre and WaterlooWorks help desk). Ensure team provides proactive and stakeholder-focused service through a variety of formats and maintains a broad base of knowledge related to WaterlooWorks, the core employment process and student record interpretation. Reviews issues with the Assistant Service Manager to determine patterns that may indicate a process/system/website solution is required to enhance service to stakeholders.
- Based on knowledge of all areas of Co-op Services, seeks opportunities for continuous process improvement within the Service team and across the Co-op Services unit.
- Coordinate with campus partners (e.g. Police Services on Tatham Centre Security Services and Food Services to ensure appropriate staffing and timing for the Tatham Centre café).
- Identify and escalate issues related to building readiness.

Lead and manage direct reports and ensure the delivery of results in support of CECA mission, vision and guiding principles including:

- Directly manage several staff members in the execution of the Core Employment Process.
- Lead all hiring, developing and retaining the best qualified staff available from inside or outside Co-operative Education.
- Setting goals and expectations and helping employees create clear paths to success.
- Developing effective work team dynamics.
- Ensuring appropriate documentation, back up, support and cross training to manage capacity.
- Holding employees accountable for performance including consistent application of business processes.
- Managing performance through both formal (performance appraisal) and informal methods such as regular feedback, coaching and one-to-ones.
- Identifying development opportunities in others and co-creating with the employee a development plan; regularly following up on the progress of development.

Provide overall leadership to the organization by:

- Personally championing mission, vision and guiding principles and play a leadership role in bringing them to life.
- Create and set annual goals and objectives. Provide leadership, direction and strategic planning for Co-operative Education.
- Monitor business practices to ensure that Co-op has the appropriate practices and processes to work effectively for all stakeholders both within and external to the University.
- Lead the development of new capabilities required by the introduction of new systems, tools or processes.
- Develop productive, collaborative working relationships across Co-operative and Experiential Education and uWaterloo.
- Lead or contribute to the identification, development and implementation of projects to improve service quality, relationships, stakeholder satisfaction, timeliness, staff capability and performance.

Job Description



- Develop internal/external customer service standards, monitor satisfaction with service delivered and take action to restore and enhance service quality.

**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, Operations Management or related field, or equivalent combination of education and experience

Experience

- 5 years of experience in a service focused organization, including leading and managing teams.
- 3 years of experience in event management
- Demonstrated success in leading change efforts.
- Experience in successfully resolving challenging customer service issues.

Knowledge/Skills/Abilities

- Knowledge/implementation of strategic staffing model (e.g. managing fluctuating workloads) preferred.
- Proven skill in relationship management and achieving results using a collaborative approach.
- Knowledge of Co-op systems, procedures and facilities in order to effectively provide information to students, employers, staff, and University support staff and faculty.
- Broad understanding of academic programs and unique requirements of students/employers.
- Excellent organizational, analytical and problem solving skills and strong oral and written communication skills.
- A high tolerance for ambiguity with a self-motivated attitude that can manage conflict constructively.
- Approachable, people-oriented, able to build a strong team and a constructive work environment.
- Intermediate to advanced skill level in Microsoft Office suite.

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-op and CEE staff, and the broader CEE leadership team to understand and assess the impact of process or system changes. The 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.
- **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 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 Manager also provides leadership within CEE in defining a service focused organization, and coaches all levels of CEE staff in Interview Day Services. 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 Manager ensures that the EIS team is working with the CEE Financial Assistant and campus partners regarding the oversight of EIS invoicing and financial reconciliation.

- **Decision-Making Authority:** The Co-op Services Manager makes day-to-day decisions on hiring, staffing and work load balancing, and interprets policy and guidelines. The Manager makes day of interview decisions that impact the students and employers experience. They make decisions when issues arise with Employer Information Sessions and will decide event format, staffing, location, emergency procedures, etc. according to the business requirements. The Manager also manages and ensures positive vendor relationships including venues, a/v professionals, caterers, employers and others when/if issues arise. 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 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 UW 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, volume, student issues, inadequate facilities or building readiness. The Manager assesses these issues and applies excellent judgment and varied strategies immediately to ensure employer satisfaction and retention
- **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. weekends or 7:00 a.m. to 11:00 p.m.). Irregular and/or high volumes and multiple and/or tight deadlines beyond one's control.