Job Title: Co-op Employment Services Manager
Department: Co-operative Education
Reports To: Director, Co-op Services
Jobs Reporting: Account Co-ordinator, Room Bookings Co-ordinator
Salary Grade: USG 11
Effective Date: February 2019

Primary Purpose
The Co-op Employment Services Managers ensure that Co-operative Education activities and processes 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. Managers focus on continuous improvement, process stabilization, calendar execution and executing the rank/match process. This role has high impact on Co-op employer/student relations and retention strategies for employers hiring from the co-op, graduating, alumni and other 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 Employment Services team works closely with the Service team. These two teams are co-dependent on each other 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 Managers have Team Leads to allow them to focus on the strategic aspects of the portfolio while their Team Leads manage the day to day tasks.

Key Accountabilities

Service Excellence
- Leads the creation and execution of service standards for Co-operative Education.
- Fosters 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.
- Manages 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 satisfaction.

Service Delivery
- Manage a team of full time permanent, part time permanent and contract staff to maximize success of the employer hiring experience.
- Develops staffing model to coordinate workloads among all staff during peak and non-peak periods to enable cost-effective delivery of services.
- The Core Employment System (WaterlooWorks) continues to evolve with the introduction of new co-op initiatives every year. Manages the team through testing new system implementations, stabilizing
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- processes, develop and implement on-going, strategic training for staff in Employment Services to ensure that they are abreast of the latest system changes.
- Maintain integrity, efficiency and effectiveness of the core employment processes for all users, ensure tight deadlines are met. Advocate for stakeholders as processes change to ensure the process changes 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 between Co-op Services, other CEE units, and campus partners who are key stakeholders in our operations. In particular the CEE Services team as they implement system and process changes. Troubleshoot system issues related to team activities and accept changes on behalf of Co-op Services team.
- Leads cross-functional working groups related to streamlining processes, continuous improvement and enhancing services for stakeholders.

Knowledge Expertise
- Manage/update/refine end to end core employment process related to employer job posting and hiring, oversees Hiring Process Support functions provided by the Account Coordinators and ensures coordination between the service teams.
- Manage targets for employer retention and growth, in particular maintaining and improving hiring numbers term over term.
- Manage the room bookings process. This includes strategic planning to ensure enough interview space for employers each interview day. Managing very high volumes of requests, accounting for regular cancellations, and a higher demand for, than supply of, rooms. This aspect of the core employment process can affect employer relationships and retention.
- Support the employer recognition framework and employer retention strategy by contributing to the Account Plan strategy which seeks to retain and expand employer hiring.
- Manage team to execute employer onboarding for new employer contacts.
- Implement Account Co-ordinator Career Path to ensure staff are recognized for specialized skills (e.g. portfolio growth, business development, international risk management, team lead/coach).
- Act as escalation point for employers regarding higher-level decision-making and challenges.
- Execute the Rank/Match process which is the core element of the student hiring process.

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:
Job Description

- 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.
- 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

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<th>Education</th>
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<td>University undergraduate degree in Business Administration, Operations Management or related field, or equivalent combination of education and experience</td>
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<th>Experience</th>
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<td>5 years of experience in a service focused organization, including leading and managing teams.</td>
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<td>Demonstrated success in leading change efforts.</td>
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<td>Experience in successfully resolving challenging customer service issues.</td>
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<th>Knowledge/Skills/Abilities</th>
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<td>Proven skill in relationship management and achieving results using a collaborative approach.</td>
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<td>Knowledge of Co-op systems, procedures and facilities in order to effectively provide information to students, employers, staff, and University support staff and faculty.</td>
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<td>Broad understanding of academic programs and unique requirements of students/employers.</td>
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<td>Excellent organizational, analytical and problem solving skills and strong oral and written communication skills.</td>
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<td>A high tolerance for ambiguity with a self-motivated attitude that can manage conflict constructively.</td>
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<td>Approachable, people-oriented, able to build a strong team and a constructive work environment.</td>
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<td>Intermediate to advanced skill level in Microsoft Office suite.</td>
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Nature and Scope

- **Contacts:** Internal: The Co-op Employment 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. Externals: The Co-op Employment Services Manager deals with and influences employers to resolve difficult situations and support unique interview and hiring requests to retain strong employer relationships.
- **Level of Responsibility:** The Co-op Employment Services Manager manages a team of Account Co-ordinators and the Room Bookings Co-ordinator. 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 provides co-worker support and coaching to all CEE on the core employment process (i.e. the ‘go to’ person on core employment processes, fully conversant in what is happening and when), and is responsible for drafting the high-level term calendar to set recruitment dates annually. They ensure that the core processes are executed every term, including the rank/match which is critical to student employment. 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, where increased volume of work necessitates continual recruitment and training efforts. This position is responsible and accountable for the quality and accuracy of service delivered to employers, which can have significant impact on the reputation of Co-op, CEE and the University.

Problem solving: The Co-op Employment Services Manager troubleshoots and resolves systems issues and difficult situations with employers and students (e.g. interview date room availability, match results, etc.). 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. The Manager assesses these issues and applies excellent judgment and varied strategies immediately to ensure employer satisfaction and retention.

Financial Accountability: In collaboration with the Director, Co-op Services, the Co-op Employment Services Manager is responsible for monitoring and managing spending within a pre-set budget.

- **Decision-Making Authority:** The Co-op Employment Services Manager makes day-to-day decisions on hiring, staffing and work load balancing, sets dates each term (e.g. postings open/close, interview dates, match dates etc.), makes decisions impacting the outcome of the employment process, and interprets policy and guidelines. The Manager makes day of interview decisions that impact the students and employers experience. Through the rank/match process, the Manager must closely monitor which jobs to include in the process to balance employer and student employment needs.

- **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 8:00 p.m.). Irregular and/or high volumes and multiple and/or tight deadlines beyond one’s control.