## Job Description

**Job Title:** Associate Director, Operations & Strategic Initiatives  
**Department:** Print + Retail Solutions  
**Reports To:** Director  
**Jobs Reporting:**  
- Production Manager  
- Manager, Shipping and Receiving  
- Technical Support Specialist  
- Technical Customer Service Coordinator  
**Salary Grade:** USG 13  
**Effective Date:** August 1, 2017

### Primary Purpose

The Associate Director, Operations & Strategic Initiatives is accountable to the Director, P+RS for:

- Leadership in the strategic oversight of P+RS' information systems and technical infrastructure, the New Media Services and Shipping/Receiving teams, and the retail outlets and copy centres in the MC and STC buildings;
- Improving the long-term financial viability of the department by facilitating sustainable revenue growth and organizational effectiveness, supported by the creation and maintenance of effective and efficient operations; and
- Speaking and acting on behalf of the Director and the department as needed.

The incumbent identifies and leverages opportunities and partnerships to position the areas under his or her oversight as the trusted source for printing and retail needs, by building strong working relationships with campus partners and the higher education industry, and providing excellent customer service.

### Key Accountabilities

#### Leadership

- Contributes to goal-setting and strategic planning for the department as a member of the P+RS Management Team, and implements those plans and goals within his or her area
- Assists in the creation of and adherence to P+RS’ standards of excellent customer service
- Ensures effective communication of departmental direction and initiatives to direct reports by establishing transparency through shared P+RS goal setting
- Proactively participates in P+RS project prioritization and reviews it on an ongoing basis, while taking the initiative to make recommendations to the Director with respect to potential customer service and conversion improvements to increase sales and profitability
- Models the values of the P+RS department and the priorities of the Management Team in interactions with internal and external partners

#### Effective Retail Performance

- Develops and implements processes and procedures through shared team planning to ensure that strategic goals are realized and business targets are met
- Working closely with the Manager, Accounting and Financial Analysis, establishes targets and evaluates financial performance by applying analytical skills to assess revenue, margins, expenses, pricing, promotions and inventory management
- Develops and implements strong, cohesive promotional strategies and marketing campaigns
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- Takes overall responsibility for managing relationships with vendors, including negotiating prices, rebates and discounts that are favourable for the University of Waterloo and customers
- Researches new emerging technologies and opportunities in higher education
- Responds quickly, thoroughly and professionally to requests for quotations and information

### Effective Operations
- Identifies opportunities for operational efficiency across P+RS through proper human resource planning and management and effective allocation of financial and operational resources
- Establishes and maintains effective and timely processes and response times by liaising with on- and off-campus partners
- Prepares and administers annual budgets, and recommends, implements and administers operating policies and procedures
- Proactively leads the strategic adoption of up-to-date technology resources to ensure P+RS’ customers’ needs are met effectively
- Takes the lead on RFP processes for IS and other technology as needed, including P+RS’ production equipment, along with ensuring effective implementation, communication and ongoing management
- Responsible for ensuring that inventory is managed effectively (e.g., handling obsolescence, shrinkage, write-downs, price reductions)
- Develops strategies to build customer loyalty and strengthen the P+RS Rewards program
- Implements systems and processes to establish and maintain records for the operating unit

### Staff Management
- Trains, supervises and mentors direct reports and team members
- Initiates and conducts regular performance conversations and annual reviews with direct reports
- Addresses performance and staffing issues quickly and decisively – and proactively, whenever possible – within his or her team

### Collaboration
- Interacts regularly with the Management Team and all P+RS staff and supports cross-promotion of products and services wherever possible
- Establishes and maintains strong partnerships and relationships with units throughout the university and the affiliated colleges
- Establishes and maintains strong collegial and productive relationships with colleagues at other post-secondary institutions, sharing best practices and developing solutions to shared issues within the sector
- Actively participates in industry groups and associations such as CCRA and CSC to help shape the business environment for post-secondary institutions
- Represents P+RS on various campus committees related to the university's mission, strategic plan and institution-wide service offerings

### Customer Service
- Commits to positive interactions with all internal and external customers, and provides appropriate level of assistance regardless of situation or location
- Ensures that all customer inquiries are handled in a professional, timely manner; and in cases when customers should be redirected to other staff, the customer is not left without service
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**Required Qualifications**

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<th>Education</th>
<th>Experience</th>
<th>Knowledge/Skills/Abilities</th>
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<tbody>
<tr>
<td>University degree in Business, Information Technology or a related discipline</td>
<td>Minimum five years of supervisory and progressively responsible leadership experience in a business or post-secondary environment</td>
<td>Understanding of banking industry security, including PCI/PADSS compliance and integrated point-of-sale technologies</td>
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<td>Equivalent combination of education and experience will be considered</td>
<td>Minimum five years of experience negotiating product purchases, preferably in an academic setting, with accountability for meeting margin and pricing targets</td>
<td>The ability to source, assess, implement and administer enterprise level software applications</td>
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<td>Education and/or professional experience in retail management, business analysis information systems and/or project management is preferred</td>
<td>Experience and demonstrated comfort using databases, spreadsheets and new technologies</td>
<td>Broad knowledge of existing and emerging trends in information systems and technology</td>
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**Knowledge/Skills/Abilities**

- Business acumen and analytical skills
- Critical thinking
- Demonstrated leadership ability
- Excellent written and verbal communication skills
- Interpersonal skills and relationship-building
- Change agent with proven ability to navigate complex projects effectively, collaboratively and diplomatically
- Familiarity with relevant University of Waterloo policies, procedures, and guidelines including Health and Safety, Staff Employment, Conflict Management and Human Rights, and AODA requirements is preferred
- Intermediate skill with MS Office suite

**Nature and Scope**

- **Contacts:** Beyond connections with P+RS colleagues, the incumbent has regular contact with campus groups and off-campus suppliers to maintain and develop positive customer relationships and beneficial vendor relations. The incumbent also maintains excellent relationships with colleagues from other institutions to gather best practices and share information related to providing the best service possible to the campus community.
- **Level of Responsibility:** For the areas under his or her oversight as outlined above, the Associate Director, Operations & Strategic Initiatives is responsible for the overall financial and service performance, and for meeting the strategic goals and the revenue, profitability and efficiency targets set for his or her areas or responsibility. Staffing for this area includes fifteen full-time staff members, a contract IS employee, and a small number of casual/student staff members.
- **Decision-Making Authority:** This position has decision-making authority for the items outlined above.
- **Physical and Sensory Demands:** This position requires exertion of physical sensory effort resulting in slight fatigue, strain or risk of injury. Some lifting, bending and stretching is required from time to time, in order to move/display equipment and products for sale.
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- **Working Environment**: This position works in a typical retail store and office environment. There may be unusual hours or schedules, extended weekend hours, or weekday extended hours with varying volumes of work at different times of the year. Some travel may be required.