

Job Description

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| Job Title: | Senior Production Manager |
| Department: | CEL |
| Reports To: | Associate Director, Online Learning |
| Jobs Reporting: | Course Production Group Managers, Learning Environment Architect |
| Salary Grade: | USG 13 |
| Effective Date: | May 2019 |

Primary Purpose

The Senior Production Manager (SPM), reporting to the Associate Director, Online Learning (ADOL), is part of the CEL senior management team, contributing to the continuous improvement of online course design/development strategies, and overall leadership of the unit.

Key Accountabilities

CEL Management

- Represent the Course Production team on Senior Management Team, and other committees as required;
- As part of the CEL Senior Management Team, participate in and contribute to meetings and overall decision-making, including unit strategic planning, allocation of resources, and hiring prioritization;
- Manages relationships with university units with related functions (e.g., ITMS Production Studio, CTE, Creative Services);
- Support special CEL projects and initiatives as assigned by the ADOL, including those involving other university units or external organizations;
- Maintain connections with, contribute to, and possibly take leadership roles in related external organizations and professional associations, maintaining Waterloo's status as a leader in online learning.

Visioning and strategic recommendations regarding the overall production approach for online course development

- Advises ADOL and Senior Management Team on overall CEL course development and maintenance/support strategies;
- With the ADOL and Learning Design Manager (LDM), conducts strategic planning with internal stakeholders to identify priorities for continuous improvement with regards new course development and reoffer preparation practices; contributes information and recommendations regarding production practices to CEL strategic plans and reviews;
- Engages with external stakeholders (course authors/instructors) to gather user experience feedback to inform the future design of course development systems and procedures (e.g. LMS, CMS, media authoring);
- Monitors and evaluates operational effectiveness, reports on accountability metrics (e.g., production numbers, efficiency measures, etc.) to ADOL, prepares action plans, and effects changes required for improvement;
- Forecasts resourcing needs (human and technological) as production model evolves;
- Ensures the unit keeps abreast of industry standards, pockets of innovation, and emerging trends in the rapidly changing fields of web and digital media development, that will affect CEL's production strategies, and forecasting into the future when necessary.

Establishing the production environment, standards and associated quality control mechanisms, for online course development

- Establishes short- and long-range objectives and appropriate production strategies to ensure that the development of new courses, and preparation of reoffers, meet departmental goals for productivity, quality and compliance (e.g., copyright, AODA);
- Directs the Learning Environment Architect in:
 - the evaluation, design, development, and rollout of interactive digital media authoring and content delivery technologies and practices;
 - the establishment of technical, visual and interaction design standards and operating guidelines, with regards overall course/courseware development;
- Works closely with the LDM to monitor and refine day to day design/development operations, to ensure that policies and procedures in OLC and CP groups are aligned and complementary, and that OLCs are up to date with regards to all aspects of the production environment;
- Works with ADOL and Copyright Specialist to establish compliance roles and responsibilities; ensures appropriate procedures and compliance checks are built in to production processes, and adhered to;
- Works with Associate Director, Systems, UW Procurement, and third-party vendors/service providers on the evaluation, acquisition and implementation of new production systems (e.g., LMS, CMS, content authoring systems and software, stock media);
- With ADOL and LDM, takes a leading role in the dissemination of standards and practices, and knowledge exchange of course development practices within the broader online design/development group.

Leading the Course Production group via a number of group managers, and overseeing its functions, resources and outputs

Human Resource Management:

- Responsible for a large and diverse team comprised of a Learning Environment Architect, and a number of functional groups each led by a Group Manager. Functional groups are comprised of Instructional Digital Media Developers, Learning Management System/Quality Assurance Specialists, and Production Assistants;
- Works with Group Managers to recruit, select, and comprehensively onboard highly-skilled and creative individuals;
- Ensures adherence to annual performance planning and review process, and reviews/approves all performance appraisals and staff development plans prepared by Group Managers;
- Mentors and supports the learning and development of Group Managers as to foster a productive and rewarding work environment;
- Resolves human resource issues escalated by Group Managers;
- Conducts space and workstation planning; establishes software/hardware needs.

Functional Management:

- Ensures the implementation of policies, standards and operating procedures to meet departmental goals for productivity, quality and compliance (e.g. copyright, AODA) with regards to course production practices;
- Ensures staff are deployed most productively to meet goals and objectives;
- Reviews group processes on a continuous basis to identify opportunities for improvements and efficiencies;

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- Ensures information flow between the Course Production team and other CEL teams, and between Course Production groups is effective, and that standards and procedures are aligned and complementary;
- Ensures responsibilities and decision-making powers in the Course Production group are well defined, and that there is clarity around priorities and goals;

Providing senior management operational oversight for all online course development projects at key milestones throughout the project lifecycle (with Learning Design Manager).

- Monitors the (high level) progress of all online course/courseware development projects;
- Provides oversight and approval at key project milestones, including:
 - Reviews/approves project scope, timelines and resource requirements (Project Overview);
 - Provides go/no-go decision at Week -10 Status Review;
- Advises course development teams on effectiveness of digital media strategies;
- Advises on strategies for at-risk projects, identified by OLC/PM and/or Course Production Group Managers;
- Keeps ADOL informed and escalates to ADOL when at-risk project affect a faculty / school / dept.'s ability to offer a scheduled class in the upcoming term;
- Works with Associate Director, Professional Development (ADPD) to schedule CP resources for CEL Online Professional Development course/courseware projects.

**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 degree in digital media design/development, educational technology or related field, or equivalent education and experience required.

Experience

- A minimum of 5 years' experience providing leadership in digital media design/development for online learning in a university setting or related field;
- Experience managing and energizing professionals and technical staff, with demonstrated success in coaching, developing, and providing creative direction to highly-skilled and creative people;
- Extensive demonstrated success in cultivating and maintaining positive working relationships with faculty and staff;
- Extensive project management experience, leading course or educationally-related development projects in a higher education setting;
- Extensive experience in successfully leading continuous improvement initiatives or projects;
- Extensive experience in web, interface, or media design;
- Experience with implementing quality control mechanisms in a media production or publishing environment;

Knowledge/Skills/Abilities

- Demonstrated reasoning and decision-making ability at a senior leadership level;
- Skill in examining and re-engineering operations and procedures, and developing and implementing new strategies and standards; strong problem-solving skills combined with analytical and planning abilities; ability to manage change;
- Extensive knowledge of a wide range of digital media production practices for teaching and learning;

- Extensive knowledge of user experience design and web accessibility standards (AODA); knowledge of online learning strategies; knowledge of universal design;
- In-depth understanding of e-learning tools, including Learning Management Systems, collaboration tools, etc., and their application in higher education;
- Superior organizational skills, including the ability to effectively prioritize and manage multiple tasks and deadlines, and manage competing priorities within a large team environment;
- Superior project management skills, including accurate resource and time estimating, ability to manage concurrent development projects involving cross-functional teams, and familiarity with using information technology tool(s) for their monitoring and control;
- Superior communication skills and demonstrated ability to work as part of a team;
- Outstanding interpersonal relationship building and employee coaching/development skills;
- Ability to coach and guide managers, in all operational and human resources management contexts;
- Ability to provide direction to skilled and creative staff;
- Ability to balance/advocate for staff needs and overall operational needs and goals of the unit and university;
- Strong written and oral interpersonal communication skills with the ability to build and maintain productive working relationships and negotiate with a range of internal and external stakeholders;
- Familiarity with copyright standards;

Nature and Scope

- **Contacts:** Professors (course authors), other support department managers or directors; internal staff and managers; external university representatives (e.g., leaders from similar units, publishers, vendors, technology partners), project sponsors (Chair, Program Director, Associate Dean).
- **Level of Responsibility:** Advises the CEL Senior Management Team on policy and strategic direction for unit; Responsible for a team of staff including group managers; Performance Management; Hiring; Directing and monitoring all Course Production activities; Production projects oversight/approvals/escalation;
- **Decision-Making Authority:** Performance management; hiring; daily operations; work assignments; deploying staff effectively on projects; dealing with project problems involving faculty/departments; escalated to ADOL if discussions with project stakeholders' superiors is required.
- **Physical and Sensory Demands:** Extended screen time; concentration for planning; extended listening for understanding and resolving issues.
- **Working Environment:** Mostly office-based; cubicle environment; frequent distractions; some travel required for conferences, presentations, etc.