

Job Description

Job Title:	Director, Co-op Services
Department:	Co-operative Education
Reports To:	Executive Director, Co-operative Education
Jobs Reporting:	Operations Manager, Service Manager
Salary Grade:	USG 13
Effective Date:	February 2018

Primary Purpose

The Director, Co-op Services is accountable for the successful provision of services for students, employers, faculty and staff within the employment processes, primarily supporting Co-operative education. The incumbent ensures the successful execution of the core employment processes each term. The Director, Co-op Services ensures that students, employers and all staff supporting the co-op employment processes are supported effectively, while maintaining high standards of stakeholder satisfaction delivered in a cost effective way. The incumbent also ensures that services to students and employers, in support of the employment processes (primarily co-op but including graduating, full-time, part-time and alumni employment), are carried out effectively and efficiently, in a service-focused environment. Services include help desk services, interview day services, employer hiring process support employer retention activities, scheduling interviews, event management by hosting over 350 employer information sessions annually, operational communications, calendar management, problem resolution, change management, facilities management of the Tatham Centre and co-op continuous process improvement, among others.

Key Accountabilities

Help shape and execute the strategy for Co-operative education

- Provides strategic direction and leadership for Co-op Services and provides structure, process management/integrity, benchmarking, planning and leads initiatives in support of Co-op's goals.
- Provides Co-op Services that will enhance student and employer experience, facilitate the mission and support the academic programs of the University, raise the satisfaction level of student, employer and faculty members and project a positive image that reflect well on the institution.
- Identify opportunities and implements solutions for improving services and practices in the co-op employment processes. This may include continuous process improvement, best practices, new interview methods, screening tools or any solution that helps employers and students connect.
- Project space and resource requirements to support Waterloo's co-op program. Ensure space utilization on campus, primarily in the Tatham Centre, maximizes potential to host various forms of interviews that meet hiring and service expectations of stakeholders.
- Ensures strategic liaison between the Co-op Services team and all units within CEE portfolio (CEE Services, Center for Career Action, WatPD, WatCACE) to ensure units are aware of strategic and operational impacts from changes to system configuration, process, communication, calendar, event etc.
- Ensures appropriate alignment with and support of other processes within CEE.
- Strategically designs and implements business processes for service excellence, fostering a culture of continuous improvement. Working with the CEE Services team, provides strategic guidance to the Co-op leadership team on matters relating to process and service.

- Maintains relationships with CEE leadership to protect and enhance co-op processes, while also supporting non co-op hiring processes and practices (e.g. managing the full-time/graduating and other job boards).

Provide an excellent customer experience for students and employers participating in Hire Waterloo activities

- Implementation of processes that provide a welcoming, personal, physical, safe environment for students, employers and staff. Ensures that support to students and employers is carried out effectively and efficiently in a service-focused environment.
- Ensures service is delivered to clearly defined and agreed-to standards (e.g. impression management, ease-of-interaction, triage excellence, one-and-done, response time, accuracy, completeness, consistency).
- Develops strategies and is accountable for, ensuring that all jobs posted are filled and retained for future terms, enabling hiring success for students and employers via a valued experience.
- Provides overall direction for three (3) managers and over forty (40) permanent and contract staff to ensure excellent service to students and employers in the following areas: onboarding new employers; employer hiring process support; employer brand awareness through information session event management; job postings; scheduling interviews; meeting complex employer requests; problem de-escalation to ensure success for all stakeholders on interview days; and facility management of the Tatham Centre. Support extends through to employer hiring rank/match success and retention strategies, and communications with employers and students regarding employment logistics.
- Implementation of cost effective high quality help desk services to students, employers, CEE staff with respect to processes and technology supporting the employment processes. Ensures that support is provided in multiple mediums to meet the variable needs of all stakeholders.

Drive co-op core employment process and support each term, ensuring that all team members are participating in processes as required and appropriate

- Ensures the implementation of the core employment process to account for integrity, efficiency and effectiveness of the processes and its variants for all users.
- Confirms the Term Master Calendar to ensure tight deadlines of employment process are met.
- Provides overall direction for the integrity of the core employment process and associated data.
- Implementation of processes that allow efficient scheduling and supporting employer/student interviews conducted in the Tatham Centre. Methods include face to face, phone and webcams.
- Provides oversight of space planning to ensure that all appropriate rooms are scheduled correctly, have the appropriate equipment, and that the administration of the interview process works smoothly for both employers and students.
- Develops contingency management plans ensuring continuation of service when issues occur.
- Oversees staffing model to ensure appropriate staffing needs are met, and provides strategic direction on managing a large pool of co-op, contract and casual staff to handle work load peaks cost-effectively to high standards of service.
- Implementation of processes to ensure data integrity checks and follow up processes are executed in a timely manner.

Lead and manage direct reports and ensure the delivery of results in support of Co-op's mission, vision and guiding principles including:

- Providing information and context needed for employees to be effective.
- Hiring, developing and retaining the best qualified staff available from inside or outside UW.
- Setting goals and expectations and helping employees create clear paths to success.
- Developing effective work team dynamics.
- Ensuring appropriate back up, support and cross training to manage capacity.

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- 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
- Planning and managing the Co-op Services budget.

Provide overall leadership to the organization by:

- Personally championing mission, vision and guiding principles and playing a leadership role in bringing them to life.
- Providing leadership, direction and strategic planning for Co-operative and Experiential Education team with a specific focus on Co-operative education.
- Monitoring 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.
- Leading the development of new capabilities required by the introduction of new systems, tools or processes.
- Developing productive, collaborative working relationships across CEE and the University
- Leading or contributing to the identification, development and implementation of projects to improve service quality, relationships, stakeholder satisfaction, timeliness, staff capability and performance.
- Developing internal/external customer service standards, monitoring satisfaction with service delivered and taking 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

Experience

- Minimum of 5 years, operational management experience within a service organization
- Proven expertise in developing and successfully implementing service and operational strategies, including process re-design
- Proven skills in relationship management and achieving results using a collaborative approach
- Demonstrated success in leading change efforts
- Demonstrated high level of organization and ability to manage high volumes of activity and change

Knowledge/Skills/Abilities

- High degree of competency required on core employment systems (e.g. WaterlooWorks) and co-op processes.
- Ability to adapt skills and experience to a new environment.
- Excellent verbal, written and presentation communication skills.
- Exceptional process thinker, balanced with the need for service excellence from the stakeholder perspective.
- Strength in problem solving and driving continual improvement and positive change.
- Proficiency with building strong relationships within the co-op team, CEE and across the University.

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- Ability to lead a fast-paced complex process, and balance multiple competing priorities.
- Sophisticated relationship management skills and an unrelenting results focus to negotiate deliverables within the co-op team and among student and employers.

Nature and Scope

- **Contacts:** Three managers report directly to the incumbent. Over 35 full and part-time staff report indirectly, and a roster of contract, co-op and casual staff is maintained to handle workload peaks. Internal contacts include members of CEE Leadership team, Co-op Leadership team and Co-op management team; student representatives; Faculty & College Heads; Associate Deans Co-op; Student Services Offices, Advancement, Office of Research, Marketing & Strategic Communications, Government Relations, Human Resources, Counseling Services, Conflict Resolution and other on-campus support services as required. The incumbent is a member of the on-campus Leadership Forum. External contacts include senior through to front line leaders of international and domestic organizations (employers); Waterloo alumni; co-op leaders and practitioners at post-secondary institutions world-wide; external suppliers/vendors of products or consulting services. As a member of Co-operative Education & Work Integrated Learning, Canada and The Co-operative Education & Internship Association of USA the Director Co-op Services will set the standards that promote UW as a model and benchmark for others to follow and learn from. This role has significant influence on the experience employers and students receive which can strongly influence their perceptions of the University of Waterloo.
- **Level of Responsibility:** Waterloo's co-op program is the largest in the world, and twice as large as the next two Canadian schools combined. There is no other comparable system in the world that can be looked at to solve issues, requiring the incumbent to creatively assess other systems and processes for ideas to improve our employment process. Systems are accessed around the world 24/7, and often work is required during non-standard business hours to de-escalate issues or make decisions that required immediate action. The incumbent engages others to collaboratively solve systemic problems ranging from lack of compliance with department policy or procedure to ineffectiveness of department processes or systems. The incumbent would be a key resource in finding solutions to such problems working with the Program Management team to development solutions impacting students and employers. Problems are often complex and require balancing competing priorities and competing needs of stakeholders. The incumbent is accountable for staffing, limited travel and associated costs for the unit. They are accountable for helping set and maintain the budget of the Co-op Services unit. The incumbent approves staff travel expenses and signs off performance evaluations and ratings for indirect reports.
- **Decision-Making Authority:** The incumbent is fully accountable for decisions within the unit, including hiring decisions and performance evaluations, and uses judgment to determine when and how to escalate issues to the Executive Director or elsewhere at Waterloo. Many decisions impact the outcome of the employment process (i.e. employment rate), and impressions that students and employers have on the University of Waterloo. In many cases co-op provides a first impression for external stakeholders (employers) and their experience can influence their decision to engage with other activities on campus as well (e.g. advancement, research, faculty partnerships).
- **Physical and Sensory Demands:** This role requires exertion of physical or sensory effort resulting in slight fatigue, strain or risk of injury.
- **Working Environment:** This role involves moderate 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 or dealing with parents who are complaining about their child's co-op experience), lack of control over work pace due to control by machine or work process (e.g. working with a system with limited

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functionality to meet employer needs) and constant interruptions (e.g. employer issues). Service support is required from 7:00 am to 11:00 pm during interview periods. Work is required outside of core business hours.