Columbia Training Center
Position Description

NOTE:	**Clarification of Terms**
Must; Shall; Will:	These words or phrases indicate actions or activities that are *essential* or *mandatory*.
Should:	This word implies that it is highly desirable to perform certain actions or activities, but not essential or mandatory.
May or Could; Can:	These words imply freedom or liberty to follow an alternative to the action or activity being presented in a document.

Position Title:	Director
Program/Department Name:	Community Support Services Department
Reporting to:	President, Columbia College
Position Summary:	The Director is a senior management role with strategic, operational and service area responsibility. This role has responsibility for input into the Columbia College strategic agenda and direct leadership responsibility for the business/service plan. The Director has leadership and management responsibility for the Community Support Services Department including the overall scope of service planning, funding, financial management and community liaison. With the support and guidance of his/her supervisor, the Director will develop an annual approved business plan that will include such features as the program quality and enrollment goals, delivery schedule, course and program curriculum, marketing plans, staffing needs, and revenue/expense and profit goals. While demonstrating a supportive management style through effective goal setting and teamwork, the Director will hire and supervise a team of highly motivated and results-oriented professionals. Through proper selection techniques, the Director will provide leadership to a team of professionals who will enroll, educate and support and students who will be recognized as excellent employees and contributing members of our society.
Organizational Structure:	The Director will work in a flat organizational structure consisting of one direct supervisor, a number of program peers and other management specialists. He/she will operate as autonomously as authorized by his/her supervisor and will supervise a team of part-time and full-time professionals as approved in his/her budget.
Qualifications and Experience:	This professional will normally have an undergraduate degree (graduate degree preferred) in Community Rehabilitation or a related field, from a recognized institution, augmented by at least 5 years of progressive general management experience to a senior leadership level. Operational business knowledge and skill is preferred with a strong focus on service delivery issues and concepts. Committed to community inclusion, this experienced leader, manager and team player will be an effective communicator, demonstrate consistently positive interpersonal skills, be detail oriented, highly organized, have a keen desire to learn and grow professionally, be open to change and have a strong work ethic. Additional requirements include current, valid Standard First Aid and CPR certification, CPI Non-violent Crisis Intervention training, a recent Calgary Police or RCMP Security Clearance, Ethical and Restrictive Procedures training and Abuse Prevention and Response Protocol for Adults with Disabilities training, well-developed computer skills including Word, Excel, Outlook, Success Maker and the Internet. A valid driver's license, vehicle insurance and vehicle inspection report where required by policy.

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Roles and Responsibilities:	For Columbia College to become successful, each of its customers (including staff and students) must succeed. To achieve this requires a clear understanding on everyone's part of his/her roles and responsibilities as well as a commitment to fulfilling said responsibilities.
	As will be noted in reviewing the list of roles and responsibilities below, it consists of two distinct parts. First is a set of generic roles and responsibilities. This is followed by a list of specific roles and responsibilities. The generic roles and responsibilities are included in every position description at the College. The specific roles and responsibilities are specific to this position.
	All responsibilities listed below will be carried out under the general direction and supervision of the President. In consideration of this the Director will:

Professional Code of Conduct

Our success in the workplace is based on how proficient we are at utilizing our knowledge and skills and how effectively we conduct ourselves each day as professionals in satisfying the needs of our internal and external customers, and the goals of our organization. The following list describes many professional behaviours that can help us become more effective. The more skilled we become at applying each of these behaviours, regardless of our position in the organization, the more successful we will become.

1.0   Professional Approach and Ethical Behaviour
1.1   As a professional, demonstrates pride in their work and is honest, moral, ethical, honorable, trustworthy, and acts with integrity
1.2   Is pleasant, polite, punctual, positive, friendly, smiles, and asks how they may help others
1.3   Is reliable, responsible, accountable, loyal, engaged, and enthusiastic about their work
1.4   Is compassionate, caring, and finds meaning and fulfillment in their work
1.5   Tries to be constructive, pro-active, and acts as a protagonist
1.6   Contributes to a safe, secure, and environmentally-friendly workplace and world
1.7   Views adverse experiences as learning opportunities and recovers quickly from such experiences
1.8   Keeps personal bias out of the workplace, does not use profanity, and respects cultural differences
1.9   Dresses appropriately for the workplace in a neat, clean, and well-groomed manner
1.10   Contributes to the organization via volunteering, coaching, and mentoring others
1.11   Is active in their professional association (where appropriate)

2.0   Interpersonal Relations and Teamwork
2.1   Treats all individuals in an equal, fair, and just manner (does not label, or discriminate against others)
2.2   Is a good role model and synergistic team member who is personable, sociable, cooperative, collaborative, has a sense of humor, and is well mannered
2.3   Is considerate and sensitive to others needs and uses tact and diplomacy when required
2.4   Is respectful, courteous, and sincere (does not belittle, intimidate, or insult others)
2.5   Views each client, patient, student, customer, and coworker as a valued customer whose needs must be satisfied before they or their organization can succeed
2.6   Is available, approachable, and may develop close personal relations (avoids romantic situations)
2.7   Offers support, assistance, is flexible, and helps build a positively connected team and organization
2.8   Makes allowances for others mistakes by showing empathy, understanding, and forgiveness
2.9   Is open to constructive criticism, and takes responsibility for one's errors by apologizing, and correcting them

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2.10   Avoids conflicts of interest and respects others' workspace and privacy (e.g. FOIP)
2.11   Seeks help from others and offers help to others to become more efficient and effective

3.0   Self-Concept and Confidence
3.1   Projects a positive self-concept and feels internally confident, yet does not dominate interactions
3.2   Functions well in ambiguous situations
3.3   May assume responsibility and leadership when required yet remains humble and gracious at all times
3.4   Demonstrates self-efficiency by following through on commitments in order to achieve outcomes
3.5   Considers themselves equal to others and demonstrates such in their interactions

4.0   Communication
4.1   Demonstrates effective listening, speaking, and writing skills
4.2   Helps to keep team members informed of changes in the department and/or organization
4.3   Develops more effective ways to improve verbal and non-verbal communication (e.g. tone of voice)
4.4   Respects others privacy and confidentiality (does not engage in gossip)
4.5   Maintains emotional control and encourages others to do the same
4.6   Deals with difficult situations and sensitive issues in a professional manner
4.7   Avoids engaging in disagreements and arguments in public. Seeks assistance when necessary.
4.8   Follows the organization's technology use policy

5.0   Life-Long Learning and Professional Development
5.1   Continues to increase their knowledge and skills to become more competent (e.g. credit courses, workshops, seminars, conferences, professional books, journals)
5.2   Shares newly developed approaches based on leading edge research
5.3   Monitors changes and makes or recommends needed adjustments
5.4   Keeps informed about changes affecting their profession, department, organization, and industry
5.5   Acknowledges when they do not know something and seeks to increase their competence

6.0   Problem Solving/Decision Making
6.1   Either individually or within a team, identifies work-related and customer-based problems/challenges
6.2   Helps others to view problems and concerns as challenges and even opportunities
6.3   Seeks input from those affected by work-related or customer-based problems
6.4   Is more effective when they actually identify the problem as opposed to a symptom
6.5   Assesses and analyzes problems by using such techniques as brainstorming, nominal group technique, Delphi technique, reframing, and lateral thinking
6.6   Objectively determines the most efficient and effective solution to each problem/challenge
6.7   Tries to make fair and just decisions that contribute to the common good
6.8   Effectively implements solutions in a timely manner
6.9   Monitors and evaluates solutions and takes further corrective action as needed

7.0   Creative Thinking and Innovation
7.1   Is more creative by asking 'why' and more innovative by asking 'what if'
7.2   Takes calculated risks and is willing to recommend and/or initiate change

8.0   Negotiating or Conflict Resolution
8.1   Identifies customer or employee issues when a conflict first arises by listening to and determining their wants, needs, and concerns.
8.2   Effectively uses conflict resolution and problem solving techniques

8.3 Effectively negotiates and helps others resolve issues in conflict by focusing on facts and not emotions

8.4 Turns to qualified professionals to resolve situations involving harassment, bullying, or violence

9.0 Organizational and Time Management Skills

9.1 Practices one-touch policy by taking immediate action to solve simpler challenges (e.g. does not put paper, emails, etc. in piles) and develops a plan to take action on more complex challenges

9.2 Uses electronic calendar to plan regularly occurring daily, monthly, and yearly meetings and activities

9.3 Maintains an organized office, desk, files, documents, and working environment

9.4 Is prepared in advance for appointments and meetings (meeting etiquette)

9.5 Sets SMART individual and/or team goals by completing assignments, reports, etc. in an accurate and timely manner (does not procrastinate)

9.6 Lets others know if they are unable to meet a commitment, must change a priority, or needs help

10.0 Stress Management

10.1 Maintains composure under pressure and draws on their internal strength to succeed during difficult times

10.2 Effectively deals with negative situations in a positive manner

10.3 Maintains a balance between personal and professional life

10.4 Maintains a positive, focused, and more productive environment by reducing negative stress

11.0 Leadership Style

11.1 Effectively contributes to the organization's vision, mission, directions, goals, and Code of Conduct

11.2 Encourages others to adopt a positive leadership style (does not use threats or punishment)

11.3 Stimulates interest and enthusiasm on the part of others and contributes to positive employee morale

11.4 Coaches, advises, mentors, and counsels others where appropriate

11.5 Motivates others to achieve their intrinsic and extrinsic rewards through recognition, praise, and where possible through empowerment

11.6 Brings out the best in others which helps them channel their energy and experience greater satisfaction

11.7 Seeks new opportunities or approaches that will increase customer satisfaction, respect, and loyalty

11.8 Networks with others outside the organization and builds relationships that will benefit the organization

11.9 Bases leadership practice on collective vision, beliefs, as well as professional attitude and values

11.10 Builds a sense of shared values that bind others to a common cause and/or direction

11.11 Encourages and promotes a culture based on trust and respect

12.0 Performance

12.1 Continually seeks new ways to more efficiently and effectively perform their duties and responsibilities which contributes to the financial success of the organization, and as a result, also increases job security

12.2 Is committed to continuous improvement in the quality of goods/services their customer/patient/client/student experience

12.3 Contributes to the long-term growth and success of the organization by providing such outstanding customer service that current customers refer new customers on an ongoing basis

12.4 Firmly believes that only when each internal and external customers succeed, will they succeed

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Specific Roles and Responsibilities

13.0   Business Planning, Budgets, and Corporate Reporting
13.1   Submit accurate, realistic and achievable three-year business plans.
13.2   Provide accurate and timely documents and reports.
13.3   Effectively manage approved expenditures.
13.4   Achieve or exceed enrollment/revenue goals.
13.5   Achieve or exceed customer satisfaction goals.
13.6   Achieve or fall below expense goals.
13.7   Contribute to effective marketing plans for the program/department and College.
13.8   Develop and execute an effective yearly planner for program or department.
13.9   Select, train, and develop highly effective team members.
13.10   Maintain up-to-date program/department policies, procedures, forms and documents.
13.11   Contribute to an effective program/department and college calendar.
13.12   Contribute to the annual review of the customer satisfaction survey results.
13.13   Provide reports to supervisor and accreditation, licensing (and/or sponsoring, contracting), authorities.

14.0   Program Delivery and Development
14.1   Continually assess the effectiveness of each course and the program as a whole.
14.2   Continue to improve the course delivery schedule.
14.3   Ensure that the generic skills employers want have been effectively integrated into all courses and program materials.
14.4   Offer, where appropriate, an effective cooperative education course.
14.5   Provide effective job search techniques course.
14.6   Assess and where needed counsel facilitators after each course.
14.7   Work with team members to improve the effectiveness of the program or department.
14.8   Meet at least once or twice annually with Board of Advisors.
14.9   Make changes to program/department to respond to the changing needs of employers, receiving institutions, and students.
14.10   Ensure that the total hours of facilitator-led classes, as contracted with students or sponsoring bodies, is available to students.

15.0   Student/Customer Focus
15.1   Monitor individual student progress and ensure appropriate counsel is provided.
15.2   Continually monitor and improve the satisfaction level of students.
15.3   Ensure the provision of needed assistance to each student in obtaining employment or acceptance into an educational program.
15.4   Maintain up-to-date class lists, final grades, graduation results, and follow-up employment results.
15.5   Continue to constantly improve the success of program graduates.
15.6   Constantly seek advice from employers/receiving institutions on how to develop more recognized graduates.

16.0   Additional Responsibilities
The Director role is critical to the success of the adults with disabilities that we serve, for our human resources, for service administration and for overall service accountability. This position is responsible for the following primary activities and tasks:

16.1   Participating, as a member of the Columbia College Academic Council, in the overall strategic planning and priority setting for Columbia College, with specific responsibility as delegated by the President for particular aspects of the following:
- Columbia College Business Plan including: Short and Mid-Term Corporate Goals and the Budget and Key Performance Indicators for the Community Support Service Department;
- Columbia College Business Plan Timeline;
- Columbia College Marketing Plan;
- Columbia College Calendar;

- Community Support Service Department Yearly Planner.

16.2 20.2 Ensuring that policies, procedures and enabling systems are in place and operating effectively to support the Community Support Service Department in meeting or exceeding key performance indicators including any certification or accreditation standards. These policies, procedures and enabling systems shall include but not be limited to the following:
- Columbia College policies and procedures;
- Community Support Services Department policies and procedures;
- ACDS Creating Excellence Together Standards;
- Protection of Persons in Care Act;
- Abuse Prevention and Response Protocol for Adults with Disabilities;
- Positive and Restrictive Procedures;
- Freedom of Information and Protection of Privacy Act;
- Employment Standards Act;
- Occupational Health and Safety Act.

16.3 Ensuring that fiscal management and administrative processes are in place and operating effectively to facilitate financial stewardship of the Community Support Service Department.

16.4 Ensuring that human resource plans are developed and communicated to ensure that appropriately qualified staff resources are available when required to meet the Community Support Service Department strategic mandate and priorities; this includes providing leadership and support to ensure staff have required resources to effectively fulfill their roles.

16.5 Ensuring that recruitment, selection, training, performance review, professional development and other human resource programs and processes are in place and operating effectively to support staff attraction, retention and satisfaction.

16.6 Developing or leading the development and presentation of funding/grant proposals relative to significant organizational priorities and/or services.

16.7 Negotiating or leading the negotiation of funding and other multi-lateral agreements, and subsequently managing the agreements.

16.8 Ensuring that processes are in place and operating effectively to facilitate timely and appropriate communication within the Community Support Services Department, and between the Community Support Services Department and other stakeholders.

16.9 Establishing and maintaining a resource network.

16.10 Promoting and advocating on behalf of Columbia College, the Community Support Services Department including students and staff, and the field of Community Disability Services. This may include issue and conflict management and resolution between and among staff, as well as between the organization and other service providers, funders, families/guardians, and other community and government stakeholders.

16.11 Managing documentation and records according to Columbia College policies and procedures and abiding by any pertinent legislative and contractual obligations.

16.12 Communicating in a professional, timely, accurate and respectful manner with individuals, families, guardians, staff, community representatives and funders including representatives from the Calgary Region Community Board Persons with Developmental Disabilities.

16.13 Working effectively in a collaborative, team-oriented environment; this includes effective delegation of authority and responsibility.

16.14 Undertaking special tasks, research, projects and/or other assignments.

16.15 Representing Columbia College, the Community Support Services Department and/or the field of Community Disability Services on councils and committees.

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