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:	Team Leader
Program/Department Name:	Community Access Services
Reporting to:	Services Coordinator
Position Summary:	The Team Leader role incorporates both front-line supervisory functions and direct support/service responsibilities. This position is designed in the career progression as a first step into broader operational and/or organizational leadership. A key responsibility is training and support for other, less-experienced front-line direct service staff. With the support and guidance of the Services Coordinator, the Team Leader provides direction, support and coordination of services for staff, students and families including: planning, prioritizing, and monitoring of staff activities to ensure quality services; participating in the development, implementation and monitoring of Individual Service Plans; providing support and training for staff; facilitating staff communication; ensuring that policies and procedures are followed; identifying and analyzing issues of concern and assessing the need for intervention; maintaining appropriate documentation and records; communicating appropriately with students, families, guardians, staff and community representatives.
Organizational Structure:	The Team Leader will work in a flat organizational structure consisting of a direct supervisor and several front-line direct service staff members. The Team Leader will operate as autonomously as authorized by his/her supervisor and will assist in supervising coaching and mentoring the direct service staff.
Qualifications and Experience:	This professional will normally have a diploma (undergraduate degree preferred) in Community Rehabilitation or a related field, from a recognized institution, augmented by progressive direct service experience to a senior practitioner level. The ideal candidate will have a minimum of two years successful experience in leading and managing a self-directed work team. This person will have demonstrated supervisory, leadership, team building and related skills and aptitudes, including strong coaching and mentoring skills, and the ability to employ effective conflict resolution and mediation techniques. Experience in managing a caseload and working with individuals who may demonstrate challenging behaviours is essential. Committed to community inclusion, this experienced leader, manager and team player will be an effective communicator, possess strong facilitation, interpersonal and marketing skills, be detail oriented, highly organized, flexible, have a keen desire to learn and grow professionally, be open to change and have a strong work ethic. Requirements include a recent Calgary Police or RCMP Security Clearance (prior to being hired). Also required: current valid Standard First Aid and CPR certification, CPI Non-violent Crisis Intervention training, Ethical and Restrictive Procedures training and Abuse

	Prevention and Response Protocol for Adults with Disabilities training (these may be obtained within three months of being hired). Well-developed computer skills including Word, Excel, Outlook, Success Maker and the Internet are required. A valid driver's license, vehicle insurance and vehicle inspection report where required by policy.
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 Department Manager. In consideration of this the Team Leader 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
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

Specific Roles and Responsibilities

13.0 Business Planning, Budgets, and Corporate Reporting

13.1 Assist in providing accurate and timely documents and reports.
13.2 Assist in effectively managing approved expenditures.
13.3 Assist in achieving or exceeding enrollment/revenue goals.
13.4 Assist in achieving or exceeding customer satisfaction goals.
13.5 Assist in achieving or falling below expense goals.
13.6 Contribute to effective marketing plans for the program/department.
13.7 Assist in developing an effective yearly planner for program or department.
13.8 Help train and develop highly effective team members.
13.9 Help maintain up to date program/department policies, procedures, forms and documents.
13.10 Help contribute to an effective program/department and college calendar.
13.11 Help contribute to the annual review of the customer satisfaction survey results.
13.12 Help prepare reports to supervisor and accreditation, licensing (and/or sponsoring, contracting), authorities.

14.0 Program Delivery and Development

14.1 Work collaboratively with facilitators to continually assess the effectiveness of each course.
14.2 Help to continually improve the course delivery schedule.
14.3 Work collaboratively to ensure that the generic skills employers want have been effectively integrated into all courses and program materials.
14.4 Help to offer, where appropriate, an effective cooperative education course.
14.5 Assist in the provision of an effective job search techniques course.
14.6 Help to assess and where needed counsel facilitators after each course.
14.7 Works with team members to improve the effectiveness of the program or department.
14.8 Recommend changes to program/department to respond to the changing needs of employers, receiving institutions, and students.

15.0 Student/Customer Focus

15.1 Assist in the student selection procedures.
15.2 Help to maintain up-to-date student transcripts, records, reports and files.
15.3 Help to monitor individual student progress and ensure appropriate counsel is provided.
15.4 Help to continually monitor and improve the satisfaction level of students.
15.5 Help to ensure the provision of needed assistance to each student in obtaining employment or acceptance into an educational program.
15.6 Help to maintain up-to-date class lists, final grades, graduation results, and follow-up employment results.
15.7 Attempt to constantly improve the success of program graduates.
15.8 Constantly seek advice from employers/receiving institutions on how to develop more recognized graduates.

16.0 Specific Roles and Responsibilities

The Team Leader role is critical to the success of the adults with disabilities that we serve and for our human resources. This position is responsible for the following primary activities and tasks:

16.1 Being aware of, adhering to and providing services within established policies, practices, operational protocols, ethical standards and guidelines, including but not be limited to the following:
16.2 Columbia College policies and procedures;

16.3 Community Support Services Department policies and procedures;
16.4 ACDS Creating Excellence Together Standards;
16.5 Protection of Persons in Care Act;
16.6 Abuse Prevention and Response Protocol for Adults with Disabilities;
16.7 Positive and Restrictive Procedures;
16.8 Freedom of Information and Protection of Privacy Act;
16.9 Employment Standards Act;
16.10 Occupational Health and Safety Act.
16.11 Supervising, coaching and mentoring direct service staff in various situations to ensure the effective and efficient implementation of agreed upon plans; this includes project related staff/service requirement planning, recruitment, orientation/training, work assignment/prioritization, reporting and documentation requirements/protocols and performance evaluation.
16.12 Acting as the team resource for relevant policies, procedures, legislation and regulations, service protocols, budgets and funding arrangements, ethical codes and guidelines, and agency or contract specific employment arrangements and agreements. This may include being an “on-call” resource (possibly part of the on-call rotation) for emergency and off-hour coverage, and individual and staff support.
16.13 Acting as the principal liaison between staff and senior agency leadership, as well as between the team members and other service/support providers.
16.14 Leading delegated risk assessments and, typically in collaboration with other direct service/support providers, developing and/or facilitating the development and documentation of person-centered plans, and ensuring their alignment or integration with other service providers and plans/supports.
16.15 Contributing to the development and management of team scheduling and budgets. This includes adherence to both financial and service terms and conditions within assigned contracts.
16.16 Contributing to the development of funding and service proposal, as appropriate.
16.17 Working/collaborating with other service providers on behalf of the individual to facilitate and coordinate services/supports, and may intervene on behalf of the team or the individual in complex and/or sensitive situations to ensure clear and consistent understanding of issues and service requirements. This may include mentoring and/or coaching other service providers and/or staff to ensure team understanding and effectiveness.
16.18 Participating in the community to encourage and support community options, bridges and connections, and through liaison with other organizations, groups and agencies expand not only the paid options available, but also the natural supports within the community.
16.19 When acting in a direct service capacity the Team Leader role includes the typical responsibilities of a Community Disability Practitioner.
16.20 Participating with the individual and the individual’s support network as appropriate to facilitate and support the development and documentation of individualized, person-centered plans to provide a framework for ongoing support and assistance. This includes following the individual’s leads and/or the lead of the family or guardian to accommodate and support their personal goals and choices to the extent possible.
16.21 Assisting, supporting and encouraging individuals to exercise their right and responsibility to make life choices and participate actively in meaningful, respectful and authentic relationships that align with and support their goals and aspirations.
16.22 Being aware of the individual’s physical, social and recreational environments, and taking action to minimize risks and maximize participation/inclusion, and referring to more experienced resources when appropriate.
16.23 Assisting, supporting and encouraging individuals to advocate on their own behalf, when appropriate and necessary, to have their needs met, and when appropriate, assisting and supporting the individuals’ desires, aspirations and life choices through interaction and advocacy within the individuals’ social network.
16.24 Developing and implementing marketing approaches for employment, recreational and other social interaction opportunities, with a view to creating a broader spectrum of options and natural supports within the community.

16.25 Maintaining clear and objective records, and completing required reports and other documentation.
16.26 Communicating in a professional, timely, accurate and respectful manner with individuals, families, guardians, staff and community representatives.
16.27 Working effectively in a collaborative, team-oriented environment.
16.28 Representing Columbia College, the Community Support Services Department and/or the field of Community Disability Services on councils and committees.