# 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. |

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|---|---|
| **Position Title:** | Department Manager/Chairperson |
| **Program/Department Name:** | Language and Foundational Skills Department |
| **Reporting to:** | President, Columbia College, Calgary |
| **Position Summary:** | With the support and guidance of his/her supervisor, this individual will lead his/her team to 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 chairperson/manager will hire and supervise a team of highly motivated and results-oriented professionals.  Through proper selection techniques the chairperson/manager will approve for enrollment, educate, and graduate a group of students that will be recognized by employers and receiving institutions as highly effective individuals in their fields of training/education. |
| **Organizational Structure:** | This chairperson/manager 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 completed a four year degree or professional training in the field in which his/her program specializes.  This should be supplemented with diplomas or a master's degree in business and adult education or a related field.  He/she will be a highly organized and experienced leader and team player, an effective communicator, possess strong facilitation skills and interpersonal skills, be detail oriented, have a keen desire to learn and grow professionally, be open to change and have a strong work ethic.  Well-developed computer skills are critical. |
| **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 of everyone's roles and responsibilities and commitment to fulfill those responsibilities.<br><br>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 |

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| Roles and Responsibilities: | 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 Department Manager/Chairperson will: |
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## 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

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    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

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    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

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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 Leadership Duties

13.1 Manage and oversee the effective delivery of the department's programs and courses; provide support and leadership in these areas.

13.2 Progressively work on delivery of training programs that respond to the needs of individuals and the community.

13.3 Design, develop, specialized courses/curriculum/workshops/presentations/guest speakers to enhance the students' educational and professional development.

13.4 Support preparing teaching materials and course outlines with the assistance of faculty and program administrative assistants.

13.5 Promote Columbia College's Language and Foundational Skills programs through community outreach, advocacy and marketing.

13.6 Participate in the writing of proposals for new programs and courses.

13.7 Meet regularly with internal stakeholders to review such areas as program/course development, enrollment numbers, student progress and faculty development.

13.8 Continuously monitor the implementation of government policies in program delivery.

13.9 Participate in long-range planning based on emergent training information, the needs of the community, as well as, changing immigration trends and policies.

13.10 Sit on committees associated with respective programming and be an ambassador of Columbia College including but not limited to ILVARC Advisory and LINC City Service Providers' quarterly meetings.

13.11 Research current trends and information regarding English language and Foundational Skills training, programs and courses, maintaining continual current knowledge in this field.

13.12 Assist to develop/implement an annual plan for these programs, and regularly report to stakeholders as to the progress and achievement of results/outcomes.

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13.13 Oversee the student assessment processes, provide planning, leadership and direction.

13.14 Review the intake and language assessment results and assign class levels to applicants.

13.15 Review and revise the New Students' Guidelines and Handbooks.

13.16 Lead the New Students' Orientation Sessions every semester.

13.17 Monitor, review and approve student progress reporting.

13.18 Collect quantitative and qualitative data for the programs, provide an analysis of such data, make decisions based on data and other factors, and provide reports on progress in reaching outcomes.

13.19 Complete recruitment and hiring of new faculty/staff members, provide orientation and support to facilitate their integration into the College community.

13.20 Maintain strong working relationships with program facilitators and understand how to support their facilitation needs.

13.21 Provide professional development training opportunities to faculty and other stakeholders with respect to best practices to support student success and retention in these programs.

13.22 Provide regular supervision of faculty and staff, evaluate performance, and follow up on their action plans.

13.23 Schedule faculty observation for a minimum of once a year, provide performance review feedback and follow up with documented action plans.

13.24 Review and Revise Facilitators' Handbook.

13.25 Coordinate communication and team meetings with faculty.

13.26 Review all programs' content, communication, and visual impact as presented on our College website; recommend and initiate changes and updates.

13.27 Support and monitor Volunteer recruitment processes, Volunteer Appreciation Events and provide support.

13.28 Monitor Tutoring support and schedule, review the monthly reports and ensure the effectiveness of the service on a regular basis and with the input from faculty.

13.29 In a timely manner select student textbooks and other learning resources related to the programs.

13.30 Support Childcare Centre in processing students' requests and their children's enrollment.

13.31 Work cooperatively with stakeholders engaged in various aspects of training courses.

13.32 Participate in AC meetings, fulfill all the member requirements as set by the President.

13.33 Prepare reports as required.

## 14.0 Administrative Duties

14.1 Assist with developing a budget for the department programs.

14.2 Revise/edit/create/assist in developing current program-related documents.

14.3 Request and review faculty assignment interests and prepare assignments for each semester in an efficient and timely manner.

14.4 Develop, update and maintain a yearly delivery schedule of semesters/courses and their associated syllabi.

14.5 In cooperation with other stakeholders, recruit, schedule and coordinate a volunteer recruitment system.

14.6 With stakeholder input develop key dates for each semester.

14.7 Review and monitor data entry in iCARE as needed and requested by the funder.

14.8 Assist with Community Connection requirements of LINC and ensure presenters/community contacts from various organizations are involved in the program delivery.

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14.9 Work closely with program administrative staff to conduct and ensure the intake, registration, data collection, progress reports and certificate processes are complete and accurate

14.10 Respond to student issues on a day-to-day basis as required.

14.11 Handle general phone calls and/or messages from stakeholders and students.

14.12 Interview prospective students if requested to ensure suitability and delivery of programming.

14.13 Working with the Registrar's office, monitor students' issues and enrollment, meet with students who have academic or attendance challenges.

14.14 Recommend and order new resources, materials and supplies, books, and classroom instructional materials.

14.15 Working with the Book Store staff, ensure faculty has the required resources for each semester.

14.16 Liaison with publishers.

14.17 Request Customer Satisfaction Surveys and manage the process. Ensure program/facilitator surveys are completed and submitted to the Registrar's office prior to the end of a semester.

14.18 In a timely manner ensure classroom space and lab time is available and booked for student/facilitator use.

14.19 Monitor and ensure the accurate and timely entry of grades data according to Registrar's office guidelines.

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