

## Columbia College Position Description

<p><b>NOTE:</b>  <b>Must; Shall; Will:</b>  <b>Should:</b>  <b>May or Could; Can:</b></p>	<p><b>Clarification of Terms</b>          These words or phrases indicate actions or activities that are <i>essential or mandatory</i>.          This word implies that it is highly desirable to perform certain actions or activities, but not essential or mandatory.          These words imply freedom or liberty to follow an alternative to the action or activity being presented in a document.</p>
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<b>Position Title:</b>	Program Manager
<b>Program/Department Name:</b>	Pre-Trades Department
<b>Reporting to:</b>	President, Columbia College, Calgary
<b>Position Summary:</b>	<p>With the support and guidance of their supervisor, this manager 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 manager will hire and supervise a team of highly motivated and results-oriented professionals. Through proper selection techniques the manager will enroll, educate, and graduate a group of students that will be recognized by employers and receiving institutions as highly effective individuals in their field of training/education.</p>
<b>Organizational Structure:</b>	<p>This manager will work in a flat organizational structure consisting of one direct supervisor, a number of program peers and other management specialists. They will operate as autonomously as authorized by their supervisor and will supervise a team of part-time and full-time professionals as approved in their budget.</p>
<b>Qualifications and Experience:</b>	<p>This professional will normally have completed a four year degree or professional training in the field their program specializes in. This should be supplemented with diplomas or degrees in business and adult education. They will be a highly organized and experienced leader and teamplayer, 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 very important.</p>
<b>Roles and Responsibilities:</b>	<p>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 their roles and responsibilities as well as a commitment to fulfilling said responsibilities.</p> <p>As you will note in reviewing the list of roles and responsibilities below they consist 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.</p> <p>All responsibilities listed below will be carried out under the general direction and supervision of your supervisor.</p>

## 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 Management Style**

- 13.1 Effectively shares the program/department purpose and direction.
- 13.2 Appropriately delegates responsibility to others.
- 13.3 Sets challenging but fair work expectations for others.
- 13.4 Seeks input and feedback prior to making decisions that effect others.
- 13.5 Works with others to improve department and organization effectiveness.
- 13.6 Constantly seeks newer, faster, better and more effective ways to achieve results.
- 13.7 Continually works at improving quality of program/department and organization.
- 13.8 Is accurate and attends to detail.

### **14.0 Goal Setting and Teamwork**

- 14.1 Sets realistic, measurable, challenging and achievable annual goals.
- 14.2 Sets a variety of short term goals in order to achieve annual goals.
- 14.3 Involves team members in setting goals.
- 14.4 Ensures each team member is clear about his/her responsibilities associated with achieving goals.
- 14.5 Constantly monitors progress in goal attainment and keeps relevant others informed.
- 14.6 Identifies hurdles to goal achievement and takes corrective action.

- 14.7 Encourages team members to share ideas and concerns related to program/department goal achievement.
- 14.8 Is focused and committed to achieving goals and success.

## **15.0 General Management**

- 15.1 When hiring, utilizes the organization staff selection documents.
- 15.2 Holds at least one team meeting per month.
- 15.3 Continually monitors the performance of team members and helps them become more effective.
- 15.4 Continually strives to maintain and improve morale of others.
- 15.5 Keeps his/her supervisor informed of serious matters.

## **16.0 Business Planning, Budgets, and Corporate Reporting**

- 16.1 Submits accurate, realistic and achievable three-year business plans.
- 16.2 Provides accurate and timely documents and reports.
- 16.3 Effectively manages approved expenditures.
- 16.4 Achieves or exceeds enrollment/revenue goals.
- 16.5 Achieves or exceeds customer satisfaction goals.
- 16.6 Achieves or falls below expense goals.
- 16.7 Contributes to effective marketing plans for the program/department and College.
- 16.8 16.8 Develops and executes an effective yearly planner for program or department.
- 16.9 Selects, trains, and develops highly effective team members.
- 16.10 Maintains up-to-date program/department policies, procedures, forms and documents.
- 16.11 Contributes to an effective program/department and college calendar.
- 16.12 Contributes to the annual review of the customer satisfaction survey results.
- 16.13 Provides reports to supervisor and accreditation, licensing (and/or sponsoring, contracting), authorities.

## **17.0 Program Delivery and Development**

- 17.1 Continually assesses the effectiveness of each course and the program as a whole.
- 17.2 Continues to improve the course delivery schedule.
- 17.3 Ensures that the generic skills employers want have been effectively integrated into all courses and program materials.
- 17.4 Offers, where appropriate, an effective cooperative education course.
- 17.5 Provides effective job search techniques course.
- 17.6 Assesses and where needed counsels facilitators after each course.
- 17.7 Works with team members to improve the effectiveness of the program or department.
- 17.8 Meets at least once or twice annually with Board of Advisors.
- 17.9 Makes changes to program/department to respond to the changing needs of employers, receiving institutions, and students.
- 17.10 Ensures that the total hours of facilitator-led classes, as contracted with students or sponsoring bodies, is available to students.

## 18.0 Student/Customer Focus

- 18.1 Utilizes the organization's student selection procedures.
- 18.2 Maintains up-to-date student transcripts, records, reports and files.
- 18.3 Monitors individual student progress and ensures appropriate counsel is provided.
- 18.4 Continually monitors and improves the satisfaction level of students.
- 18.5 Ensures the provision of needed assistance to each student in obtaining employment or acceptance into an educational program.
- 18.6 Maintains up-to-date class lists, final grades, graduation results, and follow-up employment results.
- 18.7 Continues to constantly improve the success of program graduates.
- 18.8 Constantly seeks advice from employers/receiving institutions on how to develop more recognized graduates.