***YORK UNIVERSITY***

***Department of Human Resources***

**Job Summary – CPM (Confidential, Professional and Managerial Employees)**

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| **Position Title:** Assistant Director, Student Services | **Date:**  **April 2020**  **Revised:** |
| **Reports To:** Director, Client Services | **CPM Salary Grade:** F  **Job Code: 954891**  **Position Control #: 7311** |
| **Form Completed by:** Lesley Hanham, Lillian Nasello | **Faculty/Department:** Client Services – Office of the University Registrar |

**I. JOB PURPOSE:**

In advancing the Division of Students’ vision as ‘Partners in Student Success’, the Assistant Director, Student Services (ADSS) reports to the Director, Student Client Services (SCS). The Assistant Director is a member of the management team in the Office of the University Registrar and works to support the broader divisional strategic plan.

The Assistant Director is accountable for the success of unit specific strategies, work processes and operations that support student success and is responsible for operationalizing strategic initiatives and maintaining existing and new policies, procedures, technology, and business metrics. New or current initiatives will have a customer service focus that will meet the needs of prospective and current students.

Working in partnership with the University Registrar and the Director, Student Client Services, the Assistant Director provides key operational input and recommendations, in support of unit specific strategies. The Assistant Director reviews various annual academic cycles and service delivery findings (including analysis of data and metrics) and challenges and ensures excellent service to prospective and current students. The Assistant Director will contribute to the overall strategic plan of the Office of University Registrar and will provide information and data on the Student Client Services operation for consideration within the larger OUR portfolio

The Assistant Director will train, coach, motivate and provide feedback to staff to support the client services mandate.

The Assistant Director manages 3 types of operations:

* in person service centre for students,
* instant chats in support of student queries, concerns, issues
* and email responses to students (anyone else?).

The content focus for these areas are:

* admissibility to the University
* registrarial issues related to the student’s academic and financial records that encompass change of majors/degrees
* grade issues
* enrolment issues
* services that assist the student with financing their education such as Ontario student loans, scholarships/bursaries and other awards or financial assistance.

As the subject matter expert, the Assistant Directors resolves issues or concerns and manages escalations that can impact large groups of people. Reviews and analyzes service delivery standards for continuous improvement and ensures that decisions are being made based on data driven analysis.

The Assistant Director is responsible for the departmental budgets and their administration.

This position requires a service-focused professional who treats members of the community with respect, values their time, strives for personal best, and, collaborates to improve service experiences for all.

**2. MAJOR DUTIES:**

**Strategic Planning, Implementation and Reporting**

1. **In consultation with the Director Client Services sets unit strategies, plans and manages the operational requirements to meet the targeted outcomes that coincide with the cyclical nature of the work and information to be disseminated to clients.**
2. Develops key performance indicators to effectively manage operational efficiencies and effectiveness across all three service channels. (call centre, email and in-person)
3. Establishes and distributes management reports
4. Meets and consults with key University stakeholders on policies, procedures and regulations that impact the prospective or current student

Acts as the department representative on operational related committees and working groups.

1. Develops technological solutions to resolve issues for prospective and current students
2. Monitors service delivery standards and adjusts where necessary.
3. Establishes and monitors measurements of service quality and focuses on all outcomes
4. Collaborates with the local communications team to clarify issues in emails or on web pages.

**2) Leadership and Management of Student Issues**

1. As the subject matter expert serves as the primary role to resolve problematic/contentious, sensitive/confidential situations presented by new or current students. Specific situations and issues may fall outside the guidelines, policies/procedures and regulations of the University. Uses discretion, judgement, subject matter expertise and knowledge of past practice to intervene and make decisions to resolve.
2. Collaborates with OUR managers and Faculty colleagues to resolve situations where the impact falls outside of the scope of the service component.
3. Evaluates problematic processes and situations through changes to procedures, controls and quality standards.
4. **Continuous Improvement**

Analyzes services standards and identifies trends and issues to resolve and improve service (e.g. call volume at different times of the admission, academic, or financial cycles; Sets priorities, addresses service gaps and identifies opportunities and adjusts accordingly

**4)** **Benchmarks and manages the use of technology to enhance service levels**

1. Contributes to the improvement and maintenance of the Call Centers, In Person services, email, chats, and the technical infrastructure.
2. Recommends and implements continuous quality improvements of policy, process, and technology.
3. Manages call, email and in-person flow and ensures appropriate management of calls, emails and wait queues and determines the appropriate mix of skill sets and parameters within the available systems and the capabilities of scheduled staff. Liaises with Telecommunications and other University Technology colleagues to adjust and recommend changes to the systems to best handle large call volumes or in-person service through the virtual line management system.
4. Coordinates with Telecommunications with respect to implementing messages on the integrated voice response system (IVR) that correspond with operational requirements. Plans for and creates the messages for the system (in consultation with the other departments).
5. Participates in performance and process audit reviews of the telephone and queue management technology and its effectiveness.
6. Liaises with central technology departments and vendors to manage the day to day technology and keep it current. Ensures technical systems meet the business needs of the operation and troubleshoots any issues that interrupt the service delivery. Works in partnership with the Director when major changes to technology or systems are required.
   1. Prepares business cases to articulate the needs of the business and the supporting technology requirements for presentation to the Registrarial management team.
7. Participates in selection of vendors when required or service providers to ensure business needs are articulated in compliance with Procurement University guidelines and policies.

**5) Effective management of the Client Services Team**

a) Coaches, trains, fosters and provides an atmosphere of motivation to optimize the continued support and professional development of the Client Services team.

b) Keeps well-informed of practices to engage the team and works with change advocates and specialists to create programs and training that are educational, provide career growth and facilitate employee engagement and satisfaction.

a. Develops training models that support significant fluctuations in activity levels throughout the year. Determines, plans, develops and implements in-house functional training programs for all Student Client Service team members.

c) Responsible for recruitment and selection, performance management and training and development of staff.

d) Responsible for regular review of job documentation and revise and communicate as required.

e) Manages the employee/employer employment contract at the local level e.g. responsible for attendance and absence management.

f) Is familiar with the Occupational Health and Safety Act/Regulations and University health and safety procedures as they apply to the workplace and risk management. Maintains a safe work environment through education and training of staff.

a. Inspects work areas for actual or potential hazards on a regular basis and advises workers about these hazards and how to be safe.

g) Liaises with partners to promote and enhance relationships with internal and external clients and establish baseline client service levels.

**3. SUPERVISORY RESPONSIBILITIES:**

1. ***Supervises on a Direct Basis (please affiliation/group):***

**Positions Supervised No. of Incumbents**

Client Service Leads 2

Receptionist 1

Service representatives Admissions 7

Service representatives Registrarial Services 14

Work-study students (ACS) 3

Work-study students (SCS) 3

YUTA (temporary workers < 3 months) as assigned

***Total number of staff supervised***  30

For the department of Client Services in total there are 30 staff reporting in to one (1) Assistant Director. The Assistant Director will have their primary focus on both Admission Client Services and Registrarial Services. but will be fully engaged in the Admission Client Service side of the operation and be the designated co-manager/back-up in Registrarial Services.

For Admissions Client Services there is a total of 11 staff. For Student Client Services there is a total of 17 staff.

***B. Nature of Supervisory Responsibility:***

Full accountability and managerial supervisory responsibility for the day to day running of the operation which includes ensuring optimum staffing levels, recruitment and selection, absence and attendance management. Responsible for being fully knowledgeable of applicable collective agreements, York human resource policy, programs and processes, employment related legislation and managing staff effectively and in compliance of same. Responsible for training, coaching, performance management, discipline up to termination if required. Acts as employer representative in grievances and arbitrations as required. Has responsibility for Occupational Health and Safety as defined in the Ontario Health and Safety Act.

**4. PERSONAL CONTACTS:**

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| **Contacts Internal:** |

Senior management team in the division of students (SMT), University managers and knowledge experts.

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| **Purpose:** |

Receives high level direction as it pertains to the divisional strategic plan; shares information and discusses planned approaches to student record activity. Reports on issues and makes recommendations.

***Faculties:***As stakeholders and clients responds to directives, shares information/works collaboratively to achieve enrollment goals; provides assessment data.

***Other University managers and staff****:* Gathers information for planning and to resolve issues related to technology or applicant/student records. Research new methods and ways of streamlining work processes (potential systems purchase).

**Contacts External:**

***Ontario University Application Centre (OUAC):***Key point of contact to update York’s programs on the central site; works with appropriate representatives when there are data transfer errors and resolves.

Vendors and suppliers of systems.

***Personnel from Ontario Universities:***  Information sharing on best practices; participating on committees to establish provincial policy.

***The Public* –** future students/parents/guidance counsellors – clarification of student records, policy and procedures; explanation of complex decisions and options moving forward.

***Other external partners:*** Service Canada, financial institutions, RESP companies or government legislative bodies (e.g. Ministry of Advanced Education and Skills Development as required.

**5. DECISION MAKING:**

The Assistant Director is responsible for the development and ongoing assessment and monitoring of operating processes and procedures to ensure optimum effectiveness in support of all stakeholders. Uses discretion and judgment to recognize/handle sensitive issues/situations. Makes decisions on individual cases for which there is no clear policy. In the absence of the Director, Client Services the Assistant Director uses their judgement to make decisions.

**6. DIRECTION RECEIVED:**

The Assistant Director reports directly to the Director, Client Works with minimal operational supervision in executing the responsibilities of the position and is guided by University practices, policies and objectives.

**7. FINANCIAL/BUDGETARY CONTROL:**

1. **Describe the type of financial or budgetary control exercised by this position**

Plans budgets for the fiscal year both operating and salary and tabulates year-end forecasts. Works with senior divisional managers to set the priorities. Monitors, tracks and reviews monthly revenues and expenses. Has full authority to manage budgeted funds.

**B.** **Payroll Budget 1,412.152**

**Operating Budget 98,681**

**Total Budgets 1,510,833**

**Other major accountabilities, e.g., information, materials, buildings, equipment, etc.**

Responsible for office equipment, space management, and integrity of information in the Student Information System (includes confidential information). Adheres to the University’s common records schedule and privacy laws. Is privy to and operationalizes the confidential marketing and recruitment plans that are part of the enrollment management strategic plan.

Has accountability for the safety of the public that visit the area and for the proper utilization of the technology.

**8. QUALIFICATIONS:**

**A. Educational Requirements:**

University undergraduate degree (business, marketing, public relations) Training or experience managing in a client services support environment. Master’s degree preferred.

**Please note: This position requires the candidate to produce a verification of degree(s), credentials(s), or equivalencies from accredited institutions and/or international equivalents at the time of interview.**

**B. Experience Requirements:**

Five to seven years of progressive management experience working in the post-secondary educational sector or managing the operations within a customer service or contact centre environment; demonstrated experience with customer service or call centre technology, human resources management of a large team preferably in a unionized environment, space management and operating budgets responsibility; experience with using technology to enhance the business/benchmarking and analysis of metrics for the purpose of decision making, strong trouble resolution skills Proven strategic problem solver and project manager with a track record of delivering innovative solutions backed up by strong empirical analytics.

**C. Skills (Specialized knowledge):**

In depth knowledge of and familiarity with Admissions and Registration policy and processes. Strong understanding of the theory and practice of enrolment management. Knowledge of Call/Contact Centre management techniques; superior oral and written communication and presentation skills to interact with personnel within the unit and externally proven public relations skills; demonstrated ability to build long term collaborative relationships with relevant internal and external partners.; sensitive to protected rights; proven ability to facilitate dialogue between diverse constituents and develop creative solutions to complex issues with minimal resources; excellent organizational skills and project management skills to enhance the service levels; effective counselling and interpersonal skills; tact and diplomacy essential; ability to work within a team or independently; superior initiative, judgement and creative problem solving; Demonstrates, shares and lives VPS divisional values: Respect, Excellence, Innovation, Collaboration, Accountability, Care and Inclusion.

Demonstrated experience and success in providing and/or creating conditions for service excellence for a variety of stakeholders such as students, faculty, clients, customers, colleagues, users, etc.

Human resource management skills including training, coaching, performance management, compliance with legislation and collective agreements; proven ability to direct and manage several functions simultaneously; Must be resilient and adaptable. In-depth working knowledge of application-oriented software including spreadsheets, and data base applications (e.g., MS Access, large computerized records systems Student Information Systems etc.); strong familiarity with e-mail and web-based customer service concepts and technology; knowledge of the postsecondary educational sector preferred in the area of the Admissions and/or Registrarial functions; working knowledge of French an asset.

Current knowledge of a variety of technology, specifically:

* Telephone system
* Call Centre Tools
* Line management system queue monitoring and queue management
* Virtual Agent
* Data Warehouse
* Financial Reports
* Attendance Management
* Email/calendaring (e.g. Outlook)
* Student Information Systems (e.g. Peoplesoft, York Student Information System)
* Customer Relationship Management (CRM) (.e.g. Microsoft Dynamics)

Knowledge of this technology is a requirement.

Demonstrated commitment to the VPS values of Student Success: Collaboration, Care, Accountability, Respect, Innovation, Inclusion and Excellence.

1. PLEASE DESCRIBE THE WORK ENVIRONMENT AND THE PHYSCIAL/SENSORY:

The Assistant Director has a private office; monitors the services levels of in-person and call centre environment. Balances staff resources with service requirements. Accountable for escalated issues (staff, Registrar’s Office, Student Financial Services, President’s Office, Vice-Provost Students, Faculties, etc).

Excellent listening skills, analytical and investigative skills to review a variety of source records (e.g. the academic or financial record, staff record, technology record. Attention to detail to resolve prospective/student issues, staff or technology issues; ability to integrate a variety of policies/procedures and regulations to arrive at a resolution.

Concentrated periods of analysis when reviewing statistics and preparing reports.

The Assistant Director is expected to traverse the campus to review the operations, attend meetings, and interact with students, staff, University colleagues, external partners and contacts.

Student Client Services offers in person and call center services in 2 different locations within the building. Operations are on the first and third floor of the building.

**10. PLEASE ATTACH A CURRENT ORGANIZATIONAL CHART FOR THE AREA/DEPARTMENT.**