



UNIVERSITY OF CALGARY

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| JPD Number: | STAS 6240621 |
| Job Title: | Manager, Enrolment Services Operations |
| Date: | 2020/02/10 |
| Faculty/Admin Area: | Student and Enrolment Services |
| Department/Unit: | Enrolment Services (54305) |
| Job Family: | Management and Professional Staff |
| Development Phase: | M1 |

Nature of the Work:

(To whom position reports, complexity and amount of work/peak periods, other conditions: eg shift work, callout dangerous or stressful conditions etc)

The Manager, Enrolment Services Operations leads the operations and advising services in the Enrolment Services department. This integrated service department supports over 100,000 advising points of contact annually. Oversight operationally of the advising team manages student inquiry and engagement within the Office of the Registrar. This role will lead training (both technical and knowledge base) and day to day operations that includes the team who will be advising on: course registration, student financials (tuition and fee assessments), student loans, financial aid, scholarship and awards, student records, transcripts, exams, convocation and all processes reflected in the academic regulations calendar as well as alumni inquiries. Collaboration with thirteen academic faculties, sixty academic departments and all student service departments, as well as external partners providing support for a student-centric advising and service oversight and service standards that represent the values of the Office of the Registrar. The supervision and support of the advising team in Enrolment Services is essential in upholding university regulation, financial compliance as well as academic and referral services to support student engagement and student success. This management position plays a key role in contributing to the University of Calgary reaching the Eyes High goals by creating a positive team culture, excellence in student engagement, and high quality advising services and exemplary student engagement to the students and the community of the University of Calgary.

The demands and work volume associated with this position can be significant, particularly during peak periods occurring throughout the year (August, September, December and January). The ideal candidate will embrace change and thrive in a dynamic team environment.

Standard hours of work for this position are 35 hours per week, Monday-Friday. Peak operational periods, including August, September, December and January may require overtime and have limited opportunity for vacation. Evening and weekend overtime maybe required to support initiatives.

Primary Purpose of the Position:

(Key purpose, functions, roles)

Reporting to the Assistant Registrar, Enrolment Services, the Manager, Enrolment Services Operations (ESO) will provide leadership, supervise and operationalize the strategic direction of the Enrolment Services advising team (10-15 professional and paraprofessional staff members) and will be accountable for establishing customer service standards, maintain and utilize technology and software tools to establish enhancements and process improvements for service operations to meet the needs of students and community. The Manager, ESO will develop recommendations, prioritize issues and create innovative solutions by collaborating with internal and external stakeholders to achieve optimal service levels and other operational metrics while meeting student needs.

The Manager, ESO will lead the implementation, maintenance and innovation of the service technology; call centre, queuing and virtual advising platforms used in ES to establish data analytics, student-centric service modelling and success metrics. Ensuring all advisors are high functioning users of student information systems and functionality related.

The Manager, ESO will develop job profiles, hire staff, supervise, train and mentor junior staff, delegate and manage the ES team workload, communicate performance expectations and conduct performance reviews. The Manager, ESO will manage the planning and implementation of multiple training initiatives related to all student cycle functions of the Office of the Registrar and oversee the development of the advisor knowledge base to ensure compliance with regulatory guidelines and standards. Key to the role is to uphold the service values to all students and community.

The Manager, ESO will be a culture champion by promoting and fostering the four values (effectiveness, respect, empathy, collaboration) that drive the Office of the Registrar culture. They will maintain open and honest channels of communication at all levels across the business to facilitate effective sharing and issue resolution.

Accountabilities/Tasks and Duties:

(Results and outcomes expected when roles are carried out successfully, with supporting details on how results are accomplished)

LEADERSHIP

- Provide leadership and supervise staff effectively.
- Provide coaching, feedback and training opportunities to staff individually throughout the annual cycle.
- Coordination of staff work schedules and time off to ensure appropriate staffing for customer service volumes meeting service standard.
- Approval of staff time off in accordance with internal procedures and service forecasting.
- Conduct regular reviews of staff service interactions and provide coaching/feedback that promote a strong emphasis on customer experience and first contact resolution.
- Recruitment, hiring, training & performance management for the Enrolment Services advising team.
- Contribute to weekly team meeting agenda topics, training & forecasting.

OPERATIONS & SERVICE MANAGEMENT

- Oversee, establish and manage all elements of daily services operations for the Enrolment Services advising unit.
- This includes staff management/supervision, student/client relations, staff schedule oversight, stakeholder management
- Ensure the most effective service/resource plans are developed and implemented in alignment with established processes/procedures, service standards and quality student experience representing all elements of the RO and student lifecycle.
- Analysis of forecasted data to best adjust operational plans/schedules in accordance with operational needs, volumes and staff modelling to meet service standard.
- Collaborate with stakeholders to resolve heightened/complex issues quickly and appropriately.
- Collect and review student/client feedback on service.

STRATEGIC PLANNING/FORECASTING

- Set strategic and operational goals for the Enrolment Services unit in alignment with Student & Enrolment Services, Office of the Registrar and Enrolment Services goals.
- Direct the collection of statistical data pertinent to developing solid business processes as well as service delivery planning and provide a monthly summary of operational statistics to the Assistant Registrar.
- Utilize statistical data to drive strategic decisions and operational planning.
- Maintain, forecast and review quarterly cycle plans/strategies including: team training & development, service and communications.
- Track staff training
- Contribute to the Enrolment Services leadership team meetings to support the strategic plan and collaborative development and performance of the ES advising team.
- Establish a strategic plan and communicate performance objectives related to student service.
- Prepare comprehensive staffing and operational plans twice yearly to support high volumes of inquiry during peak business (September & January) while maintaining service standards.
- Plan and execute twice yearly staff debrief workshops to gather feedback and ideas on continued service improvement opportunities.
- Understand and effectively leverage best practices in change management methods, tools and approaches to mitigate risks and support the deployment of key projects & initiatives within the Office of the Registrar.

STAFF TRAINING

- Contribute direction and oversight for the development and maintenance of onboarding/training material including advisor training curriculum.
- Oversight and delivery of formal training material.
- Coordination of training with collaborative business owners across the campus community.
- Development and delivery of training/workshops/information sessions to broader campus community.
- Works collaboratively with departments within SES and across campus for integrated training and cross-training purposes
- Lead in-service & regular training events for advising team.
- Set and articulate outcomes and measures for staff training.

WORKFLOW & PROCESS DOCUMENTATION

- Provide direction and oversight for establishing and recording key operational business.
- Oversee regular documentation and maintenance of workflows and standardized operating procedures.
- Oversee development & maintenance of internal knowledge base platform.

COMMUNICATIONS CENTER

- Supervisor and administrator use of tele-communications center technology including training functions such as call recording retrieval and listening for coaching/training purposes.
- Run reports and collect statistical data from the tele-communications center software.
- Implementation of system upgrades and enhanced features to support service to students.
- Cross train senior SMEs to alter and implement change management as needed.

HIGH LEVEL TROUBLESHOOTING/INVESTIGATION

- High level knowledge of University calendar regulations, policy and process, Registrarial regulations.
- Subject matter expert in PeopleSoft configuration, dynamic dating, and system behavior as it relates to daily operational needs in registration, fees, financial aid, awards, convocation, open studies admission, student records.
- PeopleSoft knowledge and capability to investigation into enrolment issues, course build, student financials, student record related issues.
- Internal subject matter expert and consultant for other university departments related to enrolment services and office of the registrar matters.
- Works collaboratively with other units to investigate student files in a timely manner.

OTHER DUTIES, AS ASSIGNED

- Works with the Assistant Registrar, Enrolment Services on projects as assigned

Qualifications/Expertise Required:

- A graduate degree in a related field Educational Leadership, Educational technology, Business. A combination of an undergraduate degree and extensive professional experience beyond the minimum would be considered.
- Minimum 3-5 years progressive experience in a Registrars' Office, student affairs office (post-secondary environment) or relevant, related client service unit.
- Minimum 1-2 years of demonstrated supervisory or management experience of a medium-large team (10-15 people) including staff supervision, leadership and conflict management.
- Experience and knowledge in the operation of a post-secondary education environment, and of working within university, provincial, and federal policy and regulations would be an asset.
- Experience in a client service/contact centre setting would be considered an asset.
- Strong leadership skills and a demonstrated ability to supervise and work with a diverse team of employees, delegating, leading, motivating, coaching, training, and evaluating staff.
- Experience working with call centre/CRM technology is required. Experience with Peoplesoft (or similar) is an asset.
- Proven experience managing metrics, ensuring customer satisfaction, and reporting statistical

- performance levels related to service.
- Experience with planning and implementing successful staff training and development programs.
 - Proven experience in change management and communications expertise.
 - Demonstrated knowledge and proven abilities in learning & development, leadership development, performance management, change management, organizational development, project management, facilitation and solution consultation.
 - Demonstrated experience with complex HR management systems. Experience with PeopleSoft HCM preferred.
 - Strong organizational skills to plan, coordinate and set priorities; multitask and adapt to changing needs in a dynamic environment.
 - Ability to present complex data and facilitate decision-making with a variety of internal and external stakeholders, including senior leaders.
 - Demonstrated personal coping strategies, including the ability to manage stress levels that are moderate to high based on volume & demand.
 - Perform a wide range of duties, often in parallel, and must be able to exercise good judgment in setting priorities and balancing deadlines
 - Require someone with high energy and the proven ability to motivate and influence others

Core Competencies

Competency 1 - Envision the Future

- Sensing Future Trends - Anticipates and interprets future trends, by drawing on their experience and university knowledge to make decisions, to problem-solve and to align people and resources in increasing challenging and complex situations.
- Vision of the Future - Defines the future direction of the university, department, team or program and uses the vision to guide and align the efforts of all members of the university.

Competency 2 - Foster Innovation

- Climate for Innovation - To champion and facilitate the development of breakthrough research and new solutions; to bring in changes and new ideas that improve services, methods or approaches. Shows the ability to turn difficult situations into opportunities.

Competency 3 - Engage and Support Others

- Relationships - To establish and grow open and reciprocal relationships, understanding the importance of leveraging others to successfully achieve university objectives.
- Empowerment and Enablement - To empower and enable others with appropriate authority and responsibility, and supporting their efforts to take responsibility.
- Focus on Development - Cultivate the development of one's-self and others through coaching, mentoring, personal and professional development and supporting successful performance.

Competency 4 - Focus on Results

- Priorities Focus - The drive to achieve positive results and the ability to focus on accomplishing key objectives for oneself, the team and/or the university.
- Climate for Results - Create or contribute to an environment which inspires potential, trust, learning and excellence while delivering results.
- Change Focus - Facilitate and lead change by involving others and securing the necessary resources even when faced with complexity and/or ambiguity.

Competency 5 - Acting with Integrity

- Integrity - To support the core values of the university, to be congruent in what you say and do; to be trustworthy, respectful and honest, and to exhibit a high standard of integrity in all interactions.
- Accountability and Fairness - To 'do the right thing;' be accountable and fair. This quality enables leaders and staff to be patient, flexible and accessible.

Staff Member: _____

Date (yy-mm-dd): _____

Supervisor: _____

Date (yy-mm-dd): _____

Dean/Director (optional): _____

Date (yy-mm-dd) _____