

Fleming College

CAAT Job Evaluation System for Non-Bargaining Unit Employees

Ontario Colleges of Applied Arts and Technology

The Job Fact Sheet Questionnaire (JFS) is used to gather information for job evaluation purposes for the Colleges= Administrative Staff, Part-Time Support Staff, Part-Time and Sessional Academic Staff positions. Please read each section carefully before completing.

The Education and Experience sections are to be completed by the College according to the College=s recruitment standards.

Upon completion by an incumbent, the JFS is reviewed and, when necessary, adjusted by the position=s Manager and the Senior Manager responsible for the position. Any changes to the JFS are to be reviewed with the incumbent prior to evaluation. The JFS is then submitted to the appropriate College official for job evaluation purposes.

The JFS is not finalized until it has gone through the job evaluation process and the results have been confirmed by the College. A copy of the finalized JFS will be provided the incumbent for information purposes and as a job description.

1. POSITION IDENTIFICATION

Position Title: Director Financial Services
Position Number: A00016
Pay Band: 13
Incumbent: Vacant
Location/Campus: Sutherland
Division/Department: Finance
Immediate Supervisor (title): VP, Corporate Finance
Date of JFS: June 15, 2020
Last Evaluated: July 2, 2020

Type of Position:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Administrative | <input type="checkbox"/> Part-Time Administrative |
| <input type="checkbox"/> Sessional Academic | <input type="checkbox"/> Part-Time Academic |
| <input type="checkbox"/> Part-Time Support | <input type="checkbox"/> Other |

I have read and understood the contents of the Job Fact Sheet (if completed by an incumbent):

Incumbent: Vacant

Date: _____

Recommended by:

Position's Manager: VP Corporate Finance

Date: _____

Approved by:

Senior Manager: _____

Date: _____

2. POSITION SUMMARY

Provide a concise description of the position by identifying its most significant responsibilities and/or accountabilities.

The Director provides leadership, planning and senior level management direction and technical expertise to the administrators and staff responsible for the Financial Services of the College. The Director is accountable for the College-wide expenditure management and resource allocation which includes management of College funds and investments, financial analysis/reporting, auditing, budgeting, accounts payable, accounts receivable and student receivable management and collection, and the overall design maintenance, and running of the enterprise resource planning system with integration to purchasing and payroll.

Reporting to the Vice President, Corporate Finance, the Director is responsible for the management and safekeeping of the College's financial assets, financial information system; the development and maintenance of relevant, accurate, and meaningful financial reporting, budgeting and financial planning reports and analysis; ensuring compliance with all statutory, Ministry, and management reporting requirements, ensuring compliance with all Ministry and College policies and procedures.

3. KEY DUTIES

Provide a description of the positions key duties. Estimate the percentage of time spent on each duty (to the nearest 5%). Add an extra page if necessary.

Key Duties	% of Time
1. Oversees the College's accounting and financial reporting systems to ensure accuracy and compliance with agreements, regulations and policies. Conducts ongoing reviews of policies, procedures and processes to ensure efficient, effective and compliant operations. Oversees the preparation of the College's annual audited financial statements as well as special reports. Ensures compliance with accounting standards, external funders' criteria and MTCU policies on financial reporting. Responsible for developing strategic goals/objectives to ensure efficient operations, resource planning and accountability throughout the College.	30%
2. Facilitates sound financial planning throughout the College by developing, implementing, and maintaining an effective budgeting system which draws upon a sound knowledge of financial forecasting and activity-based budgeting techniques and models, and incorporates the funding models imposed by external funding agencies. Provides the College Senior Management Team with budget development support and assistance through the annual operating and capital budget creation process and the budget/forecast reviews. Prepare and present summary and detailed reports and analyses on the budget.	25%
3. Contribute to the efficient administration of the College by ensuring that college financial controls and other administrative functions under the direction of this position are effectively managed. Maintain a high level of performance by recruiting, selecting, training, motivating and evaluating staff in Financial Services. Contribute to the financial well-being of the department by the establishment of a department budget and the control of expenditures ensuring the departmental budget is used effectively by optimal utilization of human, fiscal and physical resources.	15%

<p>4. Responsible to provide current financial forecast for the College by maintaining up to date knowledge of College activity current and projected, Ministry funding frameworks and costing structures of activities. Responds to "what if" questions and can identify financial opportunities or issues in a timely manner. On an ongoing basis, through analysis and development of models where appropriate, to evaluate and advise on the cost effectiveness of programs and activities. Forecast cash requirements and maintains banking relationships as required by the College for day-to-day business operations as well as for the major financial undertakings. Is responsible for cash flow projections to identify cash flow issues on a timely basis.</p>	<p>10%</p>
<p>5. Responsible for financial controllership through analysis and review of business/funding proposals ensuring compliance to terms and conditions as set out in proposal guidelines and for contract negotiation. The incumbent provides ongoing support and direction for all areas in the College regarding various aspects of contract development and compliance and is responsible for legally binding the College</p>	<p>10%</p>
<p>6. Responsible for investing of excess College operating cash, project cash and bursary funds for the College as well as the Foundation. Responsible for the investment policy development, modification and ensuring compliance and reporting to the Finance & Audit committee.</p>	<p>10%</p>

TOTAL:

100%

1. COMPLEXITY - JUDGEMENT (DECISION MAKING)

Complexity refers to the **variety** and relative **difficulty** of **comprehending** and **critically analyzing** the material, information, situations and/or processes upon which decisions are based.

Judgement refers to the **process** of identifying and reviewing the available options involved in decision making and then choosing the most appropriate option. Judgement involves the application of the knowledge and experience expected of an individual performing the position.

Provide up to **three examples** of the most important and difficult decisions that an incumbent is typically required to make.

Decision-making is complex and impacts the entire College, requiring the incumbent to interact with senior management and with corporations and professionals outside the College, including financial institutions and auditors. Incumbent expected to work toward broad objectives, establish directives and policies and procedures for financial and budget operations. Decision making requires consideration of the Canadian Public Sector Accounting Standards, internal control procedures, relevant legislation and MTCU guidelines.

The incumbent must ensure that systems and controls are in place to protect the College's financial assets and the reputation. Error could significantly impact the College's reputation and increase the risk of financial loss, add additional work to correct and potentially compromise the integrity of the College's financial statements.

The incumbent must deal with an ever-changing environment. It is crucial to understand processes that cross college departments, including Student Services, Foundation, Registrar's Office. Decisions or changes in one area may have a profound effect on another area and on our customers. Failure to consider all information fully could result in incorrect data being provided from one area to another.

The incumbent is required to use judgment in the interpretation of regulations and legislation when providing advice to various areas on an ongoing basis on various financial, tax and contract issues. Additionally, is responsible to provide review/oversight regarding financial aspect of business/funding proposal which is complex as each funding source has a unique set of requirements which are subject to interpretation and incorporates many factors.

2. EDUCATION (to be completed by the College)

Education refers to the **minimum level** of formal education and/or the type of training or its equivalent that is required of an incumbent at the **point of hire** for the position. This may or may not match an incumbent's actual education or training.

The College is to identify the minimum level of education and/or type of training or its equivalent that is required for the position based upon the College's recruitment standards.

Non-Post Secondary

Partial Secondary School

Secondary School Completion

Post Secondary

1-Year Certificate

4-Year Degree

2-Year Diploma

Masters Degree

3-Year Diploma/Degree

Post Graduate Degree

Professional Designation

Specify :_professional accounting designation
CPA or equivalent _____

Other

Specify: _____

Specify and describe any program speciality, certification or professional designation necessary to fulfil the requirements of the position.

Post-secondary degree in the field of accounting or finance plus professional qualification of CPA required at point of hire

Specify and describe any special skills or type of training necessary to fulfil the requirements of the position (e.g., computer software, client service skills, conflict resolution, and operating equipment).

Must also possess expertise in areas of financial and systems analysis, organizational ability and human resource management. Ability to produce extensive reports and presentations to varying groups of users/leaders

3. EXPERIENCE (to be completed by the College)

Experience refers to the amount of **related, progressive** work experience required to obtain the essential techniques, skills and abilities necessary to fulfil the requirements of the job at the **point of hire** into the position. This may or may not match the incumbent=s actual amount of experience.

The College is to identify the minimum amount and type of experience appropriate for the position based upon the College=s recruitment requirements.

Experience required at the point of hire. Up to and including:

- | | |
|--|--|
| <input type="checkbox"/> 0 - no experience | <input type="checkbox"/> 3 years |
| <input type="checkbox"/> 1 month | <input type="checkbox"/> 5 years |
| <input type="checkbox"/> 3 months | <input type="checkbox"/> 7 years |
| <input type="checkbox"/> 6 months | <input type="checkbox"/> 9 years |
| <input type="checkbox"/> 1 year | <input checked="" type="checkbox"/> 10 years |
| <input type="checkbox"/> 18 months | <input type="checkbox"/> 15 years |
| <input type="checkbox"/> 2 years | <input type="checkbox"/> 17 years |

Specify and describe any specialized type of work experience necessary to fulfil the requirements of the position.

10 years' progressive related experience. This position has a broad scope of accountability and requires proven experience in an advanced accounting capacity related to financial management and public financial reporting. In depth knowledge of financial analysis/reporting, accounting principles and practices are required along with a working knowledge of computer applications and software related to financial accounting, investment valuation and banking. A high level of financial, budget and taxation expertise is required.

4. INITIATIVE - INDEPENDENCE OF ACTION

Initiative - Independence of action refers to the **amount of responsibility** inherent in a position and the **degree of freedom** that an incumbent has to **initiate** or **take action** to complete the requirements of the position. An incumbent is required to foresee activities and decisions to be made, then take the appropriate action(s) to ensure successful outcomes. This factor recognizes the established levels of authority which may restrict the incumbent's ability to initiate or take action, e.g., obtaining direction or approval from a supervisor, reliance on established procedures/methods of operation or professional practices/standards, and/or built-in-controls dictated by computer/ management systems.

Briefly describe up to three typical job duties/types of decisions that the incumbent is required to perform using their initiative without first having to obtain direction or approval from a supervisor.

- System process redesign/development
- Prepares, modifies and signs contracts to legally bind the College
- Prepares reports and submits them directly to funding agencies for numerous contracts and other reporting requirements
- Providing financial/budget advice to other managers with respect to the appropriateness of financial transactions

Briefly describe up to three typical job duties/types of decisions that the incumbent is required to perform which required the direction or approval from a supervisor.

- Extraordinary issues such as changes to policy that is highly sensitive
- Significant audit deficiencies/serious violation of internal control practices
- Contracts where the incumbent has determined the risk is too high after all alternatives available to reduce the risk have been exhausted

Give specific examples of guidelines, procedures, manuals (formal or informal), computer systems/programs that are used in performing job duties and in making decisions, e.g., Government regulations, professional or trade standards, College policies or procedures, department or program procedures, computerized/manual programs/systems and any other defined methods or procedures.

- The position works within broad parameters. Guidelines require significant interpretation, and many are not relevant in cases where there is no past practise (e.g. Customs and Revenue Agency guidelines/bulletins)
- The position works independently under general direction, without consultation for the most part.
 - Canadian Public Sector Accounting Standards (PSAB)
 - MTCU guidelines/directives
 - Canada Revenue Agency rules and regulations
 - Collective Agreements
 - College policies, procedures, best practices
 - Computer systems support documents/manuals (eg. PeopleSoft)
 - Various reference manuals.
 - Online help (Revenue Canada web site)
 - Ministry of Finance investment guidelines.

5. POTENTIAL IMPACT OF DECISIONS

Potential Impact of Decisions recognizes the **potential consequences** that **errors in judgement** made by an incumbent, despite due care, could have on the College. Usually, the higher the level of accountability inherent in a position, the greater the potential consequences there are on the College from errors in judgement.

Give up to three examples of the typical types of errors in judgement that an incumbent could make in performing the requirements of the position. Do not describe errors which could occur as a result of poor performance, or ones that are rare or extreme. Indicate the probable effects of those errors on the College, e.g., loss of reputation of program/College, waste of resources, financial losses, injury, property damage, affects on staff, students, clients or public.

- a) A significant degree of reliance is placed on the financial information presented by the incumbent. The incumbent presents such information to the Senior Management Team and Board of Governors and is the basis for financial decision making. Erroneous information could result in adoption of an unprofitable initiative. Inaccurate forecast will lead to misleading results regarding operational expenditures and any potential accumulate surplus or deficit reserve position.
- b) Inadequate understanding and application of CICA Standards could prompt increased audit work and fees, resulting in increased cost to the college, and an unsatisfactory Management Audit Report from the auditors to the Audit Committee. In extreme cases, such inaccuracies could result in a qualified audit opinion, or a denial of audit opinion, both of which could be damaging to the College's reputation in the community and with the Ministry of Training, Colleges and Universities.
- c) Errors in interpretation regarding tax issues could lead to funding agency and/or Canada Customs and Revenue Agency violations, which could be financially costly and damaging to the College's reputation and success of future proposals.
- d) Error in interpretations regarding contract issues could result in lost funding to the College and/or purchasing decisions which are less effective than would otherwise have been available from the contract funds.

6. CONTACTS AND WORKING RELATIONSHIPS

Contacts and Working Relationships refers to the **types, importance and intended outcomes** of the contacts and working relationships required by an incumbent to perform the responsibilities of a position. It also measures the skill level required to be effective in dealing with contacts and being involved in working relationships. This factor does **not** focus on the level of the contact, but on the **nature** of the contact.

Indicate by job title, with whom an incumbent is required to interact to perform the duties and responsibilities of the positions. Describe the nature, purpose and frequency of the interaction, e.g., exchanging information, teaching, conflict resolution, team consultation, counselling.

Contacts	Contacts by Job Title	Nature and Purpose of Contact	Frequency of Contact	
			Occasional	Frequent
Internal to the College:				
Internal to the college, e.g. students, staff, senior management, colleagues.	College Senior Management Team	Consultation/Advice, Financial data and Internal Control reporting		X
	VP Corporate Finance	Financial expertise, advice and support		X
	Direct Reports	Review work assignments, coaching, evaluating, etc.		X
	College employees	Accounting processes/procedures, Budget/Financial planning guidance		X
	VP Academic and Deans	New program costing model		X
External to the College:				
External to the college, e.g. suppliers, advisory committees, staff at other colleges, government, public/private sector.	Auditors	Audit information, requirements		X
	MCU	Clarification on guidelines/regulations		X
	Funding Agencies	Negotiating contract with funding agencies to reach mutual solutions.		X
	Vendors/Suppliers	Payment issues		X
	Banks	Security issues; Finance employee access; Verification of banking information.	X	
	Investment Firm	Investment questions	X	
	Public	General inquiries	X	
	Peers at other Colleges	Consultation regarding best practices	X	
	Provincial Committees	Lobbying MCU	X	
Occasional (O)	Contacts are made once in a while over a period of time.			
Frequent (F)	Contacts are made repeatedly and often over a period of time.			

7. CHARACTER OF SUPERVISION/FUNCTIONAL GUIDANCE

Character of Supervision identifies the **degree and type** of supervisory responsibility in a position or the nature of functional/program supervision, technical direction or advice involved in staff relationships.

Required to coordinate, control and provide general supervision for the entire division including the quality and quantity of work, and overall achievements. Responsible for hiring, motivating, promoting, appraisal, discipline and terminating staff.

(/) Check the applicable box(es) to describe the type of supervisory responsibility required by an incumbent in the position:

- Not responsible for supervising or providing guidance to anyone.
- Provides technical and/or functional guidance to staff and/or students.
- Instructs students and supervises various learning environments.
- Assigns and checks work of others doing similar work.
- Supervises a work group. Assigns work to be done, methods to be used, and is responsible for the work performed by the group.
- Manages the staff and operations of a program area/department.*
- Manages the staff and operations of a division/major department.*
- Manages the staff and operations of several divisions/major departments.*
- Acts as a consultant to College management.
- Other e.g., counselling, coaching. Please specify:

* Includes management responsibilities for hiring, assignment of duties and work to be performed, performance management, and recommending the termination of staff.

Specify staff (by title) or groups who are supervised/given functional guidance by an incumbent.

Manager, Reporting and Accounting (report)
Manager, Financial Planning and Analysis (report)
Supervisor, Accounting Operations (report)
Senior Management Team
Deans and Chairs
Director Purchasing
Chief Building & Facilities Officer

8. SPAN OF CONTROL

Span of Control is complementary to **Character of Supervision/Functional Guidance**. Span of Control refers to the **total number of staff** for which the position has supervisory responsibility, (i.e., subordinates, plus all staff reporting to these subordinates).

Enter the total number of full time and full time equivalent staff reporting through to the position. Also identify the number of staff for whom the position has indirect responsibility (contract for service), if applicable.

Type of Staff	Number of Staff
Full-Time Staff	14
Non Full Time Staff (FTE) *	
Contract for Service **	
Total:	14

*** Full Time Equivalency (FTE) conversions for non-full time staff are as follows:**

Academic Staff

Identify the total average annual teaching hours taught by all non-full time teachers (part-time, partial load and sessional) for which the position is accountable and divide by 648 hours for post-secondary teachers and 760 hours for non-post-secondary teachers.

Support Staff

Identify the total average annual hours worked by part-time support staff for which the position is accountable and divide by 1820 hours.

Administrative Staff

Identify the total average annual hours worked by non-full time administrative staff for which the position is accountable and divide by 1820 hours.

**** Contract for Services**

When considering contracts for services, @ review the nature of the contractual arrangements to determine the degree of supervisory @ responsibility the position has for contract employees. This could range from no credit for supervising staff when the contracting company takes full responsibility for all staffing issues to Prorated credit for supervising staff when the position is required to handle the initial step(s) when contract staffing issues arise.

9. PHYSICAL AND SENSORY DEMANDS

Physical/Sensory Demands considers the **degree** and **severity** of exertion associated with the position. The factor considers the intensity and severity of the physical effort rather than the strength or energy needed to perform the task. It also considers the sensory attention required by the job as well as the frequency of that effort and the length of time spent on tasks that cause sensory fatigue.

Identify the types of physical and/or sensory demands that are required by an incumbent. Indicate the frequency of the physical demands as well as the frequency and duration of the sensory demands. Use the frequency and duration definitions following the tables to assist with the descriptions.

PHYSICAL DEMANDS

Describe the types of activities and provide examples that demonstrate the physical effort that is required in the position on a regular basis, i.e., sitting, standing, walking, climbing, lifting and/or carrying light, medium or heavy objects, pushing, pulling, working in an awkward position or maintaining one position for a long period of time.

Types of Activities that Demonstrate Physical Effort Required	Frequency (note definitions below)				
	Occasional	Moderate	Considerable	Extended	Continuous
Prolonged sitting at meetings			X		
Driving/Travel	X				

SENSORY DEMANDS

Describe the types of activities and provide examples that demonstrate the sensory effort that is required in the position on a concentrated basis, i.e., reading information/data without interruption, inputting data, report writing, operating a computer or calculator, fine electrical or mechanical work, taking minutes of meetings, counselling, tasting, smelling etc.

Types of Activities that Demonstrate Sensory Effort Required	Frequency (note definitions below)					Duration Short Intermediate or Long
	Occasional	Moderate	Considerable	Extended	Continuous	
Listening in meetings			X			L
Reading and analysing information				X		I
Preparation of financial documents, financial statements and contracts			X			I

FREQUENCY:

Occasional:	Occurs once in a while, sporadically.
Moderate:	Occurs on a regular, ongoing basis for up to a quarter of the work period.
Considerable:	Occurs on a regular, ongoing basis for up to a half of the work period.
Extended:	Occurs on a regular, ongoing basis for up to three-quarters of the work period.
Continuous:	Occurs on a regular, ongoing basis throughout the entire work period except for regulated breaks.

DURATION:

Short:	Up to one hour at a time without the opportunity to change to another task or take a break.
Intermediate:	More than one hour and up to two hours at a time without the opportunity to change to another task or take a break.
Long:	More than two hours at a time without the opportunity to change to another task or take a break.

10. WORKING CONDITIONS

Working Conditions considers the frequency and type of exposure to undesirable, disagreeable environmental conditions or hazards, under which the work is performed.

Describe any unpleasant environmental conditions and work hazards that the incumbent is exposed to during the performance of the job.

Environment

Describe the types of activities and provide examples that demonstrate exposure to unpleasant environmental conditions in the day-to-day activities that are required in the job on a regular basis, e.g., exposure to dirt, chemical substances, grease, extreme temperatures, odours, noise, travel, verbal abuse, body fluid, etc. Indicate the activity as well as the frequency of exposure to undesirable working conditions.

Types of Activities That Involve Job Related Unpleasant Environmental Conditions	Frequency (note definitions below)		
	Occasional	Frequent	Continuous
Travel to other campuses or other colleges	X		
Time sensitive – pressure to produce results short time lines with focus on quality/accuracy		x	

Hazards

Describe the types of activities and provide examples that demonstrate the hazards in the day-to-day activities that are required in the job on a regular basis, e.g. chemical substance, electrical shocks, acids, noise, exposure to infectious disease, violence, body fluids, etc. Indicate the activity as well as the frequency of exposure to hazards.

Types of Activities That Involve Job Related Hazards	Frequency (note definitions below)		
	Occasional	Frequent	Continuous

Frequency:

Occasional	Occurs once in a while, sporadically.
Frequent	Occurs regularly throughout the work period.
Continuous	Occurs regularly, on an ongoing basis, throughout most of the work period.