Job Fact Sheet Questionnaire

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:	Digital Marketing Strategy Manager
Incumbent:	VACANT
Pay Band:	11
Division/Department:	Marketing, Communications & Student Recruitment
Location/Campus:	Peterborough/Sutherland
Immediate Supervisor (title):	Acting Associate Vice President, Marketing & Advancement
Date of JFS:	November 28, 2023
Last Evaluated:	November 30, 2023

Type of Position:

☒Administrative   ☐Part-Time Administrative

☐Sessional Academic   ☐Part-Time Academic

☐Part-Time Support   ☐Other

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

Incumbent: _____   Date: _____

Recommended by
Position's Manager: _____   Date: _____

Approved by
Senior Manager: _____   Date: _____

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POSITION SUMMARY

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

Reporting to the Associate Vice President, Marketing and Advancement, the Digital Marketing Strategy Manager will lead a team of functional experts comprised of web and social media personnel, while working in tandem with others on the Marketing and Student Recruitment teams.

The Digital Marketing Strategy Manager will develop and implement college-wide integrated digital marketing promotions and campaigns, driven by enrolment plans and brand-building objectives. There is an increasing need to be more data-driven, metrics oriented, and strategic in terms of the use and measurement of social media and the web, as well as paid and unpaid advertising strategies, to effectively target and reach both direct and non-direct students.

The incumbent will utilize CRM tools (Salesforce) to enhance lead, prospect, and applicant conversion through digital platforms and will develop and oversee the execution of the marketing strategy that includes but is not limited to cohesive search engine optimization strategy and ensures that both the UI and UX of the website is optimized to reflect the consumer journey.

The incumbent will assist the Associate Vice President, Marketing and Advancement with developing a 3-year strategic marketing plan based on both the College strategic plan and short-term business needs, including positioning, messaging, and competitive differentiation.

The Digital Marketing Strategy Manager will effectively direct and manage the Social Media Officers to develop and implement a social media strategy for all applicable platforms, including making recommendations and working with the President's Office on the President's Social Media Strategy. The incumbent will manage the digital marketing and advertising budget and develop both digital marketing and campaign KPIs.

The Digital Marketing Strategy Manager will effectively direct and manage the Web Developers to strategically enhance the UX and UI of the front facing website, along with varying sub web properties.

The Digital Marketing Strategy Manager will work closely with the Brand Marketing Strategy Manager and the College's institutional research team and continuously monitor digital marketing campaign performance to make recommendations based on data, customer insights, market dynamics, and College dashboards as it pertains to applications and confirmations and programs with a strong weighted funded unit (WFU), high institutional strength among a variety of other factors and data sets.

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KEY DUTIES

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

<u>KEY DUTIES</u>	<u>% OF TIME</u>

1. Digital Marketing Planning and Implementation **(40%)**

- The incumbent will be accountable for managing and integrating digital communications in an omni-channel environment (social media, programmatic (audio, video and display) etc.). The incumbent has the responsibility of converting visitors on Fleming College digital properties (website, social media platforms etc.) to leads that convert.
- The incumbent will lead and drive the SEO strategy using both internal and external resources.
- The incumbent will act as the main point of contact and strategist when working with digital media buying agencies for on-going and new campaigns.
- The incumbent works with the Brand Marketing Strategy Manger to develop creative digital marketing strategies and provides technical expertise to the department by assisting in lead generation, nurturing leads through to application and conversion process.
- The incumbent is responsible for creating, administering and implementing digital marketing and working with the marketing and communications leadership to align all Out of Home (OOH) platforms and enhancing our Customer Relationship Management (CRM) for the Marketing and Student Recruitment department in support of the college community.
- Works closely with the Associate Vice President, Marketing and Advancement and other Senior Leaders/Managers (e.g. Marketing, Recruitment, Communications and Advancement) in the development of digital marketing strategies to market the Fleming College brand, which includes the breadth of our offerings, services and events.
- Determines the level of monitoring and reporting required to facilitate the development of data-driven strategic marketing objectives and strategies.
- Actively participates in the development of a 3-year Strategic Marketing Plan.
- Sets goals for direct reports to ensure that projects are delivered on brand and on time and to develop metrics and create post-campaign summaries to be shared with staff and stakeholders.
- Leads and works with staff in the schools and Marketing team in the development, approval and execution of new program marketing plans that adhere to the MARCOMM roadmap, strategic plan, and the marketing and recruitment strategy.
- Establishes, reviews and approves 3-year Strategic Marketing Plan (digital, OOH) and digital media budgets. Provides quarterly budget reports to the Associate Vice President, Marketing and Advancement.

- Works in partnership with the Manager, Student Recruitment and Conversions on all related advertising and recruitment events and initiatives including but not limited to community events, Ontario College Information Fair and Spring/Fall Open Houses/ Instagram Lives to ensure branding is consistent, relevant and updated.
- The incumbent will lead and drive the SEO strategy using both internal (such as Marketing Consultants and Web Developers) and external resources and tools (Bright Edge and Site Improve).
- Works closely with media buying agencies to ensure that all campaigns in market are being optimized and remain cost effective and tactical.

2. Website, Social/Digital Planning and Execution (30%)

- Oversees and sets goals for the Web Developers and Social Media Officers.
- Leads the team in developing the long-term strategy, planning and successful implementation of the Fleming website including established metrics to inform continuous improvement based on enhanced UI and UX and generate relevant and actionable performance reports using both Google Analytics and Site Improve.
- Manages the web team and website to ensure that the design and functionality is innovative, informative, AODA WCAG 2.0 compliant, optimized for SEO, written with a marketing voice and tone (as it pertains to the program pages) and easily navigable and responsive.
- Plans and implements strategies to ensure consistency in messages that support enrolment targets and other college priorities.
- Manages the Social Media Officers and integrates content from other team members to ensure that plans leverage social media and other tools to identify, attract, engage, retain and manage internal and external audiences, including prospective students, current students, alumni, employers, and community stakeholders
- Utilizing sound creative direction skills ensure that social media content is highly branded and effective with a consistent aesthetic and collaborates with the Brand Marketing Strategy Manager, when necessary.
- Works with, and partners with other departments, particularly IT, to ensure that the website is delivering and meeting department and college objectives.
- Ensures the website is resonating with audiences by deploying regular research instruments to gauge success and engagement.
- Oversee all online marketing and monetization initiatives including banner and search engine marketing as well as pay-per-click advertising campaigns, viral campaigns and social networking opportunities in support of the College's enrolment, business development and other recruitment objectives.
- Leads the team in developing the short and long term strategies and planning that align with other marketing initiatives.

3. **Human Resources Management** **(25%)**
   - Meets regularly with direct reports to set goals, ensure objectives and projects are progressing as planned, on time, on brand and on budget.
   - Motivates and inspires the team by being supportive and provides effective management by actively listening and providing consistent guidance driven by experience and knowledge of the portfolio and the college environment.
   - Provides leadership, direction, expertise and motivation to Web Developers and Social Media Officers to assist direct reports in building their skills to assist future career development.

4. **Budget/Financial Management** **(5%)**
   - Develops and monitors annual digital marketing budget and quarterly reporting to the Associate Vice President, Marketing and Advancement.
   - Administers the digital marketing budget under the authority of the Associate Vice President, Marketing and Advancement.
   - Seeks fiscally sustainable opportunities to reduce costs without compromising service to students or clients while meeting operational objectives.
   - Works with the Brand Marketing Strategy Manager to establish, review marketing and advertising budgets.

TOTAL: **100%**

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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 <u>three examples</u> of the most important and difficult decisions that an incumbent is typically required to make.

a) The incumbent is responsible for the development and production of annual digital marketing plan/schedule, which aligns with the 3-year strategic marketing plan, to support marketing/recruitment strategies and/or enrolment targets. The Manager must ensure the plan/content is competitively creative. In developing the plan, the Manager must integrate lead capture platforms and creative digital strategies. The Manager cannot rely on previous successes and must be proactive and embrace emerging technologies and/or trends.

b) Based on input from the web team and others in the Digital Marketing team, the Manager will oversee/lead the process to re-design or re-evaluate the website. Depending on the scope of the activity, the Manager will decide if a task group needs to be set-up. The incumbent will identify the departments affected and select representatives to form the task group. The Manager will develop the project costs and determine the resources to complete the project.

c) The Manager is responsible for ensuring the college's brand and consistent brand messaging are adhered to in all digital/social marketing. If a department or individual creates their own messaging that misrepresents or ignores the branding standards, it is the incumbent's responsibility to investigate and recommend changes to the marketing process to limit other occurrences.

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2. EDUCATION (to be finalized 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 finalize 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:

☐ Other   Specify:

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

- Honours Bachelor degree in marketing, social/digital media, advertising, communications or related field

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

- Excellent knowledge of social media platforms
- General understanding of HTML and web editing software
- Excellent client/customer service skills, focused on the desire to work cooperatively with team members and clients
- Demonstrated record of excellent oral and written communication skills
- Excellent time management, organizational, planning, analytical and intuitive skills
- Sound knowledge of Microsoft Office

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3. EXPERIENCE (to be finalized 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 finalize 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:

☐☐0 - no experience   ☐☐3 years

☐☐1 month   ☒☐5 years

☐☐3 months   ☐☐7 years

☐☐6 months   ☐☐9 years

☐☐1 year   ☐☐12 years

☐☐18 months   ☐☐15 years

☐☐2 years   ☐☐17 years

Specify and describe any specialized type of work experience necessary to fulfill the requirements of the position.
- 5-years experience in marketing strategy or marketing and communications with demonstrated experience leading a team
- Full understanding of marketing, advertising, website, CRM tools and social/digital media and various communication and paid advertising tools
- Thorough knowledge of marketing principles and segmentation analysis
- Proven financial management and budget forecast skills
- Experience working with multiple organizations in jointly developing marketing, search engine marketing, search engine optimization and programmatic advertising strategies, marketing plans and budgets
- Experience with conducting market research projects and analyzing data
- Demonstrated success in building market share and proven marketing and advertising plans
- Strong project management and organizational skills. Must be able to support at a strategic and sometimes tactical level to ensure effective execution of important program timelines and deliverables
- Excellent relationship management skills with internal and external stakeholders with demonstrated ability to influence, collaborate and negotiate cross functionally
- Self-starter, ability to drive project forward and perform independently with minimal supervision
- Ability to multi-task and perform well under pressure

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.

A) 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.

   a)   Develops the strategy and the design, production and execution of annual digital marketing campaigns, 3-year strategic marketing plan, recruitment strategies and social media strategy with a strong emphasis on recruitment.

   b)   Managing the Web/Social/Digital creative team and associated projects, ensuring projects are delivered on brand and on time.

   c)   Reviews and approves annual digital marketing plans and digital media budgets.

B) 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.

   a)   Development of the annual digital marketing budget for the Associate Vice President, Marketing and Advancement's approval.

   b)   New initiatives or changes to the existing/approved college wide digital marketing strategies that have been agreed to.

   c)   Staffing decisions that may involve hiring/discipline/ termination.

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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.

- College and department policies, procedures
- College strategic plan
- Brand messaging standards/guidelines
- Collective Agreements
- Relevant legislation (ex. AODA, CASL)

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) Ineffective digital marketing messages/strategies will have a negative effect on the college's image thereby impacting how potential students and clients perceive the college, which could hinder enrollment.

b) Not recognizing/projecting changing trends or technologies related to digital marketing could lead students and clients to perceive the college as a dated educational institution instead of leading edge.

c) Not ensuring that the digital marketing plans have metrics such as KPIs attached to them, and therefore have no measurement of success, and reaching enrolment targets.

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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	
Internal to the College:			Occasional	Frequent
Internal to the college, e.g. students, staff, senior management, colleagues.	Acting Associate VP, Marketing & Advancement, Senior Leaders	Development of marketing strategies, marketing campaigns Exchanging Information Project Management Consultation		X
	Digital Marketing Team (Web Developers and Social Media Officers)	Development of key messages Workload planning Project Management Exchanging Information Problem Solving		X
	Manager Student Recruitment & Conversions	Development of promotions regarding recruitment events Workload Planning Exchanging Information Problem Solving		X
	IT	Website/digital tools strategies and planning		X
	Deans, Directors, Managers, faculty, staff	Gather information and make changes to marketing materials or website. Presentations to Enrolment Management. Exchanging Information Problem Solving	X	
External to the College:			Occasional	Frequent
External to the college, e.g.	Other college marketing leaders	Exchanging Information Consultation	X	

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Contacts	Contacts by Job Title	Nature and Purpose of Contact	Frequency of Contact	
suppliers, advisory committees, staff at other colleges, government, public/private sector.	Potential students and clients	Translate ideas, concepts into words and images that can be easily understood		X
	Suppliers	Develop digital marketing strategies – implement and measure results Contracts Purchases Problem Solving		X
Occasional (O) **Frequent (F)**	**Contacts are made once in a while over a period of time.** **Contacts are made repeatedly and often over a period of time.**			

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7a.   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.

(√) 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.

X☐ Supervises the work of external contractors/service providers. Please describe:
Works with Digital advertising vendors to oversee campaign results

☐☐ 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.

- ▪ Social Media Officers
- ▪ Web Developers

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7b. **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	4
Non Full Time Staff (FTE) *	
Contract for Service ** (Co-op Student)	
Total:	4

* 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.

8. 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
Sitting (meetings, workstation, etc)			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
	Occasional	Moderate	Considerable	Extended	Continuous	Short Intermediate or Long
Reading data, text			X			I
Analyzing data		X				I
Gathering, examining, planning, writing marketing materials, plans, strategies			X			I

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Types of Activities that Demonstrate Sensory Effort Required	Frequency (note definitions below)					Duration
	Occasional	Moderate	Considerable	Extended	Continuous	Short Intermediate or Long

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.

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9. 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 between campus	X		
Travel to conferences within Ontario	X		
Travel to conferences outside of Ontario	X		

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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**
N/A			

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.