

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:	Chief Financial Officer
Position Number:	A00030
Pay Band:	16
Incumbent:	
Location/Campus:	Sutherland
Division/Department:	Finance & Administration
Immediate Supervisor (title):	President
Date of JFS:	May 29, 2019
Last Evaluated:	November 15, 2019

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: _____

Date: _____

Recommended by:

Position's Manager: _____

Date: _____

Approved by:

Senior Manager: _____

Date: _____

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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 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 JF will be provided to the incumbent for information purposes and as a job description.

POSITION IDENTIFICATION:

College: Fleming College
Incumbent:
Position Title: Vice President, Corporate Finance
Location/Campus: Sutherland Campus
Immediate Supervisor (title): President

Type of Position:

- X Administrative Administrative (Temporary position, one year)
 Sessional Academic Part-time Administrative
 Part-Time Support Part-Time Academic
 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 President, the Vice President, Corporate Services and Chief Financial Officer is a senior administrator who is responsible for ensuring the financial integrity of the College..

The incumbent provides leadership, strategic planning and senior management direction to the administrators and staff responsible for Financial and Purchasing Services, Physical Resources and Information Technology.

The Vice President, Corporate Services and Chief Financial Officer is a senior leader who participates in the overall management of the college as a member of the President's Senior Management Team and as such shares accountability for the attainment of the College's strategic and business plans.

KEY DUTIES

1. Corporate Leadership and Planning (25%)

- Actively participates with the President and the other Corporate leaders in the provision of leadership, planning and administrative decision making of the College.
- Assists the President in advising the Board of Governors on corporate issues such as College policies, finances, budgeting, information technology and facilities management.
- Provides senior management leadership to the administrators and staff in the portfolio which includes Financial and Purchasing Services, Physical Resources and Information Technology.
- Provides advice and direction on corporate issues such as college and financial plans, policies and programs to Executive Committee and, through the President, to the Board of Governors;
- Serves as key financial advisor to the President.
- Makes decisions, as a member of the President's Senior Management Team, regarding the management of resources.
- Participates in a wide range of operational decision-making affecting the current and future effectiveness and fiscal viability of the College.

2. Corporate Financial Integrity and Risk Management (25%)

- Ensures the continued financial integrity of the College by establishing robust policies and procedures to obtain full funding entitlements while ensuring appropriate College expenditures.
- Implements and leads a budget planning process which maximizes College resources.
- Accountable for implementing all aspects of financial planning, analysis and comprehensive fiscal reporting as directed by the President and the Board of Governors.
- Accountable for internal financial controls and resource allocation that include management of College funds, financial analysis, reporting and audit requirements.

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- Oversees the design, assessment and monitoring of control standards ensuring mitigation of financial risks for the organization as well as developing and maintaining an operational risk reporting framework including key risk indicators.
- Responsible for the development, implementation, and maintenance of all College financial services including effective investment of College funds.

3. Campus Services (25%)

- Implements and supports a structure to manage and enhance Fleming's campus services including security and public safety, conference services and information technology.
- Provides corporate strategic direction for Fleming's security and public safety including a community free of violence, fire safety program, crime prevention programs, parking policy, emergency prevention and response plans and other programs as needed.
- Provides support and executive-level advocacy for the College's central Information Technology and Telecommunications systems and services, including the planning for and acquisition of all new hardware, operating systems, infrastructure, user applications used on a corporate-wide basis in both academic and administrative areas
- Develops long term strategy for the College's administrative and academic computing and telecommunications systems through consultation with the College community, academic leaders, and external partners.
- Ensures optimal contractual arrangements with Fleming's on campus service providers.

4. Human, Financial and Physical Resource Management _____ (25%)

- Ensures that the assignments of administrators and support staff are carried out consistent with the college policies and procedures and in accordance with academic and support staff collective agreements.
- Creates high-performing teams throughout the Corporate Services division. Promotes individual and cross-functional team development and individual/group accountability. Provides leadership in the development of a healthy work environment that encourages creativity, collaboration, communication, risk taking and empowered teams and committees.
- Maintains high level of employee performance through effective recruiting, selecting, training, developing, coaching, motivating and evaluating. Addresses performance issues, as warranted.
- Utilizes succession planning effectively ensuring bench strength in the Corporate Services area and opportunities for staff across the college.
- Accountable for the development and monitoring of the operating and capital budgets for the Corporate Services division. Ensures the efficient and effective use of fiscal and physical resources within the Corporate Services area through the coordination and consolidation of budget requests (i.e. operating and capital) and the distribution of funds.

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.

Judgment refers to the **process** of identifying and reviewing the available options involved in decision making and then choosing the most appropriate option. Judgment 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.

- The position analyzes complex issues relating to planning, coordinating and operating of major functional areas of the College. Decisions often have long-term implications and have college-wide impact on the financial viability of the College and on the operations and staff of the College.
- Leadership demands considerable judgment, the analysis of complex and diverse factors including market fluctuations and trends, regional economic conditions, development priorities and political influences as well as a solid understanding of the competitive environment in which the College must operate. The demands of a market-driven enterprise require decisiveness, measured risk and the ability to execute and deliver on decisions rapidly to ensure customer satisfaction.
- This position is directly involved in senior level planning and decision making, which often results in recommendations to the President and Board of Governors.
- This position is responsible for ensuring that the Corporate Services divisional plan and individual performance work plans within the Corporate Services area align with the strategic and business plans of the college.

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.

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 required (see below)
- Other Specify: _____

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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.

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

Professional Accounting designation required. (Must be in good standing in either the Canadian Institute of Chartered Accountants, Canadian Management Accountants or Certified General Accountants of Canada)

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)

High level skill required in the areas of:

- Strategic planning and management skills - effective development and refinement of strategic business plans to lead, manage, evaluate and enhance operational decision making and performance
- Analytical skills and ability to synthesize financial information to monitor controls, mitigate risk, ensure effective investment of funds and inform business plan
- Engaging stakeholders and soliciting buy-in and support in decision making
- Excellent communication skills (written, verbal, listening and presentation) at all organizational levels;
- Risk and issue management
- Written and verbal communication, including public speaking and delivering presentations
- Multi-tasking
- Sound judgement and problem solving
- Financial management/budgeting
- Networking, relationship building and collaboration
- Coaching and teambuilding
- Customer service orientation
- Negotiating, consensus building and conflict resolution skills
- Change management skills
- Ability to make difficult decisions while maintaining an effective balance between people and results

3. EXPERIENCE

Experience refers to the amount of **related, progressive** work experience required to obtain the essential techniques, skills and abilities necessary to fulfill 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:

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- | | |
|--|--|
| <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"/> 12 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 fulfill the requirements of the position.

- Broad, progressive senior leadership experience in an academic or public sector institution leading multiple divisions/departments
- Experience overseeing organizational financial management system
- Budget development and implementation experience
- Project management experience
- Proficient with computer technology (MS Office, Financial systems)

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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.

- Oversees the design, assessment and monitoring of control standards ensuring mitigation of financial risks for the organization as well as developing and maintaining an operational risk reporting framework including key risk indicators
- Accountable for internal financial controls and resource allocation that include management of College funds, financial analysis, reporting and audit requirements
- Ensures the continued financial integrity of the College by establishing robust policies and procedures to obtain full funding entitlements while ensuring appropriate College expenditures

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.

- Provides advice and direction on corporate issues such as college and financial plans, policies and programs to Executive Committee and, through the President, to the Board of Governors;
- Makes decisions, as a member of the President's Senior Management Team, regarding the management of resources. Participates in a wide range of operational decision-making affecting the current and future effectiveness and fiscal viability of the College.
- Accountable for implementing all aspects of financial planning, analysis and comprehensive fiscal reporting as directed by the President and the Board of Governors.

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.

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- Board of Governors' By-Laws
- Directives (Ministry; College Policies and Procedures)
- Finance Department, Information Guide
- Collective Agreements between the Ontario Council of Regents and OPSEU for Academic and Support Staff.
- Legislation, Ministry Guidelines
- Ontario Occupational Health and Safety Act
- Government of Ontario, Policy and Procedure Manual for use by Colleges of Applied Arts and Technology
- FOI Directives

5. POTENTIAL IMPACT OF DECISIONS

Potential Impact of Decisions recognizes the **potential consequences** that **errors in judgment** 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 judgment.

Give up to three examples of the typical types of errors in judgment 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.

Inappropriate Financial, Physical Resources, ITS and Ancillary Services planning decisions may result in actions being taken that limit the College's ability to attain it's strategic plan goals, disrupt programs, students and staff.

Lack of due diligence concerning health and safety issues could result in liability and resultant financial consequences.

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

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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, counseling.

Contacts	Contacts by Job Title	Nature and Purpose of Contact	Frequency of Contact	
			Occasional	Frequent
Internal to the College, e.g., students, staff, management, colleagues	Board of Governors	As Treasurer, interacts directly with the Board on treasury related matters. On all other matters is a resource to the Board through the Office of the President; Attends all Board and Sub-Committee meetings		x
	Executive Leadership Team	Advice, guidance on financial strategy, administration, communication, financial reporting		x
	Senior managers	Corporate Planning and Administration Reconciling significantly diverse viewpoints amongst different constituencies. Providing leadership & development		x
	Front-line staff within portfolio	Positive employee relations	x	
	Student government leaders	Positive student relations	x	
	Union leaders	Positive labour relations		x
	External to the College, e.g., business and	External contacts are mainly with community and	Establish best practices, partnership development	x

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industry representative, suppliers, advisory committee members, staff at other colleges, government officials, and general public.	business representatives, senior managers at other colleges including MTCU and other Ministries as needed.	Improve/maintain the organization's prestige.		
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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**

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.
- Other e.g., counseling, 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.

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Oversees the Finance & Facilities division which is comprised of Finance; Facilities; and Purchasing Departments, including direct supervision of one Administrative Officer and the following senior leader positions:

- Director, Physical Resources
- Director, Financial Services and Controllership
- Director, Purchasing

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	30 Support Staff 10 Admin
Non Full-Time Staff (FTE)*	Support Staff FTE = 5.83PT (8 positions)
Contract for Service**	- Caretaking - Security - Facilities Contractors -
Total:	45.83 FTE

* 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

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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.

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
Operating equipment requiring fine motor skills (computer & laptop, handheld PDA)			X		
Driving (personal motor vehicle) for travel between campuses & to other meetings & events		X			
Keyboarding – computer operation			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, counseling, 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
Prolonged visual effort &			X			Intermediate

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concentration (financial analysis & reporting, spreadsheets)						
Periods of concentrated listening which exceed normal concentration (counseling, negotiating, phone calls, chairing meetings)			X			Intermediate
Intense concentration required to multi-task or achieve multiple, conflicting deadlines			X			Intermediate

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.

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

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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
Normal Office environment			X
Exposure to rude or verbal abuse (difficult stakeholders)	X		
Overnight Travel – (2-3 weeks per yr)	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
Not applicable			

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.

Additional Notes Pertaining to this Position:

Not applicable
