Position Description Form (PDF)

College:	Sir Sandford Fleming		
Incumbent's Nam	e:		
Position Title:	Employer & Student Career Liaison	Payba	nd: H
Position Code/Nu	mber (if applicable): S00442		
Scheduled No. of	Hours: 35 hrs/wk		
Appointment Type	e:X12 months	_less thar	12 months
Supervisor's Nam	ne and Title: Sarah Haase, Director Workforce	e Developr	ment
Completed by: Sa	arah Haase	Date:	May 16, 2024
Signatures:			
Incumbent: (Indicates the inci	umbent has read and understood the PDF)	Date:	
Supervisor:		Date:	

Instructions for Completing the PDF

- 1. Read the form carefully before completing any of the sections.
- 2. Answer each section as completely as you can based on the typical activities or requirements for the position and not on exceptional or rare requirements.
- 3. If you have any questions, refer to the document entitled "A Guide on How to Write Support Staff Position Description Forms" or contact your Human Resources representation for clarification.
- 4. Ensure the PDF is legible.
- 5. Responses should be straightforward and concise using simple factual statements.

Position Summary

Provide a concise description of the overall purpose of the position.

The incumbent acts as a connector between students and employers; facilitating and supporting students to enter the labour market and/or secure experiential learning opportunities. The incumbent will be a subject matter expert in local and regional Labour Market Information (LMI), college programs and pathways, and employment and career services and tools.

The incumbent advises, coaches and prepares students to enter the labour market by promoting, developing, coordinating and implementing career and employment services to increase student/graduate competitiveness and employability.

The incumbent works closely with Employers, Industry partners, and Program Coordinators to promote and develop opportunities for experiential learning, skills training, and jobs for students upon graduation.

This role supports both the Sutherland and Frost campuses. The Sutherland campus is the home campus for this position.

Duties and Responsibilities

Indicate as clearly as possible the significant duties and responsibilities associated with the position. Indicate the approximate percentage of time for each duty. Describe duties rather than detailed work routines.

	Approximate % of time annually*
 EMPLOYER LIAISON Establishes and maintains employer relationships to provide employment opportunities to students and graduates with a focus on experiential learning opportunities Plan, develop, organize, and coordinates job posting services, job and career fairs both virtually and in person, and on-campus recruitment events. Coordinates and assists with employment interviews as requested. Advises employers on recruitment and selection including related legislation. Researches trends in employment and LMI to include salaries, upcoming and declining sectors, geographic locations of job development, skills needed in new occupational sectors etc. Responds to technical inquiries from employers regarding our online job-posting environment. Troubleshoot and solve technical issues with respect to employer accounts and job postings Participate in Program Advisory Committee meetings to generate employer relationships. Liaises with other areas and divisions within the College to ensure consistent employer engagement across the college. Participates and attends LMI stakeholder group meetings in the community 	60%
 STUDENT/GRADUATE CAREER EDUCATION AND SUPPORT Individually and/or in groups, educates, assesses and advises students/graduates on all aspects of a professional job search strategy. This includes cover letter and résumé development, portfolio development (including the co-curricular record), interview skills, networking, expectations of the Canadian labour market, cultural norms, social media, and presentation skills. Identifies barriers to employment and consults with other service departments (e.g., International, Diversity and Inclusion) and community resources (Employment Ontario, etc.) and refers individuals as appropriate (e.g., Pathways, Counselling) Interprets career assessments results, suggests resources for further career exploration, and helps students evaluate realistic career options for taking the next step in their career exploration process. Oversees the work of and mentors student workers and career ambassadors, including the coordination of recruitment, hiring and training. 	20%

TECHNICAL AND ADMINISTRATIVE DUTIES Is the subject matter expert and is responsible for the coordination of all digital	
tools to support students and employers including job posting and career assessment software, Virtual Job Fair platforms, and any other virtual tools Liaise with external software providers to solve user issues. Prepare online sites for regular minor updates and major updates which involve branding, site layout, content, etc. Schedule and attend team meetings, including the preparation of minutes and action items. Track user usage and maintain monthly statistical reports (appointments, workshops, workshop attendees, etc.) Reply and respond to email and telephone inquires about Career Services. Serves as a backup for Career Educator for front-line customer service.	10%
 MARKETING Participates in Career Services' outreach activities such as campus-wide resume clinics, and college open house, welcome days, and service fairs. Creates marketing materials (e.g., flyers, posters, bookmarks, social media content, digital signage etc) to promote on-campus events such as the annual job fair, workshops, employer recruitment events, etc. Markets, promotes, and informs students, graduates, staff, employers and potential employers about the services offered by Career Services. Markets and promotes the Career Services website to students, alumni, staff, 	5%
 Markets and promotes the Career Services website to students, alumni, staff, faculty and employers. Maintains the Calendar of Events on various platforms to promote on-campus events such as job fairs, workshops, employer recruitments visits, etc. Develops and implements employer email campaigns to target specific groups, promote postings and events (Job Fair, etc.) OTHER RELATED DUTIES Other related duties as assigned. 	 5%

To help you estimate approximate percentages: ½ hour a day is 7% 1 hour a day 2 day a week is 10% ½ day a m 1 week a year is 2% 1 hour a day is 14% ½ day a month is 2%

1 hour a week is 3% 1 day a month is 4%

١.	Education						
A.		eck the box that best describ sition and specify the field(s)					
		Up to High School		1 year certific	ate	X	2 year diploma
		Trade certification		3 year diplom	a / degree		4 year degree or 3 year diploma / degree plus professional certification
		Post graduate degree (e.g.	Mas	sters) or 4 year	s degree plus _l	orofe	essional certification
		Doctoral degree					
	Fie	eld(s) of Study:					
	(Career and Work Counsellor,	Ca	reer Developm	ent Practitione	r, or	Human Resources
B.	form the typ		n ac addi osti	ldition to and n tional requirem ng and would l	ot part of the e ent(s). Include be acquired pri	duc onl or to	the commencement of the
	>	K No additional requirement	ts				
		 Additional requirement course(s) of a total of less 					
		 Additional requirements course(s) of a total bety 520 hours 					
		 Additional requirements course(s) of a total of meaning 					

2. Experience

Experience refers to the minimum time required in prior position(s) to understand how to apply the techniques, methods and practices necessary to perform this job. This experience may be less than experience possessed by the incumbent, as it refers only to the minimum level required on the first day of work.

Check the box that best captures the typical number of year of experience, in addition to the necessary education level, required to perform the responsibilities of the position and, in the space provided, describe the type of experience. Include any experience that is part of a certification process, but only if the work experience or on-the-job training occurs after the conclusion of the educational course or program.

	Less than one (1) year	
	Minimum of one (1) year	
	Minimum of two (2) years	
	Minimum of three (3) years	
X	Minimum of five (5) years	 Progressive experience in career or employment counselling, human resources or recruitment. Customer service orientation. Experience in advising or counselling clients and making public presentations for educational/employment purposes Problem-solving skills. Research skills. Incumbent conducts ongoing research with respect to Canadian labour market demographics, personality assessments, human relations issues relevant to recruitment/interviewing/resumes and employment issues. Experience working independently in a team environment prioritizing and organizing own work. Experience using a variety of computer software such as word processing, spreadsheets, database, email and Website development. Experience in event planning, and working with statistical employment data, job market trends, workplace legislation and educational training programs. Group facilitation skills/experience
	Minimum of eight (8) years	

3. Analysis and Problem Solving

This section relates to the application of analysis and judgement within the scope of the position.

The following charts help to define the level of complexity involved in the analysis or identification of situations, information or problems, the steps taken to develop options, solutions or other actions and the judgement required to do so.

Please provide up to three (3) examples of analysis and problem solving that are regular and recurring and, if present in the position, up to two (2) examples that occur occasionally:

	#1 Regular & Recurring
Key issue or problem encountered.	Student unable to find employment. The incumbent must investigate and analyze the unique issues facing individuals who are trying to enter the job market. These groups are diverse and include special needs, mature, re-entry, transitional, academic and culturally disadvantaged clients.
How is it identified?	Through one-on-one advising with students, the incumbent identifies barriers to employment, such as: Underdeveloped communication skills (speaking and writing English), problems with emotional intelligence, inability or reluctance to relocation, lack of computer skills, physical/learning disability, or lack of knowledge of the labour market.
Is further investigation required to define the situation and/or problem? If so, describe.	Usually determined by one-to-one consultation with individual.
Explain the analysis used to determine a solution(s) for the situation and/or problem.	Incumbent determines courses of action based on unique situation. Determine appropriate supports and refer if necessary.
	Supports could include developing a resume/cover letter suitable for job search, educating students on labour market in area where student is available to work, mock interviews, referral to community resources.
What sources are available to assist the incumbent finding solution(s)? (eg. past practices, established standards or guidelines).	Past practices, Career Educator's sector-specific expertise, past practice, independent critical, and occasional consultation with co-workers.

3. Analysis and Problem Solving

	#2 Regular & Recurring
Key issue or problem encountered	Employer is upset and frustrated that no or unsuitable applicants to job posting.
How is it identified?	Employer has complained to incumbent or faculty or other staff (eg Career Educator, Manager, Director, VP) via email, phone or in person
Is further investigation required to define the situation and/or problem? If so, describe.	Contact and discussion with the employer to determine and identify the cause of the problem.
Explain the analysis used to determine a solution(s) for the situation and/or problem.	Examine and analyze the job posting – job description and duties, wage, location, requirements, working environment, the detail or lack of provided, job type (eg f/t, p/t, contract). Ascertain employer's expectations and verify if these are realistic of new graduates. Provide guidance and advice to employer to make posting more appealing and attractive to students.
What sources are available to assist the incumbent finding solution(s)? (eg. past practices, established standards or guidelines).	Past practices, established standards, independent critical and creative thinking, information obtained from employer, faculty, public information such as industry best practices (e.g. articles, blog posts) job boards (e.g. Indeed), historical postings from other employers, occupational reference materials (e.g. National Occupation Classification (NOC) – skills needed for a particular job)

#3 regular & recurring

Key issue or problem encountered	International student advises that they are being treated unfairly at their place of employment (e.g. not being paid minimum wage or not being paid at all).
How is it identified?	Student divulges issues during 1:1 meeting with incumbent.
Is further investigation required to define the situation and/or problem? If so, describe.	Incumbent must interview student to obtain all details to clarify/verify situation in order to provide appropriate and correct information.

Explain the analysis used to determine a solution(s) for the situation and/or problem.

What sources are available to assist the incumbent finding solution(s)? (eg. past practices, established standards or guidelines).

Research and interpret labour laws and legislation. Discussion with International Student Services (if relevant to situation)

Employment Standards

Labour Law Legislation

International Student Services (if relevant to situation)

3. Analysis and Problem Solving

	#1 occasional (if none, please strike out this section)
Key issue or problem encountered	
How is it identified?	 ·
Is further investigation required to define the situation and/or problem? If so, describe.	
Explain the analysis used to determine a solution(s) for the situation and/or problem.	
What sources are available to assist the incumbent finding solution(s)? (eg. past practices, established standards or guidelines).	

4. Planning/Coordinating

Planning is a proactive activity as the incumbent must develop in advance a method of acting or proceeding, while coordinating can be more reactive in nature.

Using the following charts, provide up to three (3) examples of planning and/or coordinating that are regular and recurring and, if present in the position, up to two (2) examples that occur occasionally:

4.	Ρ	lann	ing/	Coord	linat	ing
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#1	Regular	& Recurrir	າg	

List the project and the role of the incumbent in this activity.

What are the organizational and/or project management skills needed to bring together and integrate this activity?

List the types of resources required to complete this task, project or activity.

How is/are deadline(s) determined?

Who determines if changes to the project or activity are required? And who determines whether these changes have an impact on others? Please provide concrete examples.

Development of and coordination of multiple Career related events (including large Career and Employment Fairs).

Excellent event planning problem solving, critical thinking and organizational skills (e.g., mailing invitations through a computerized database, tracking registrations, logistics in setup of event, hiring, training and supervising student assistants, arranging hospitality, marketing the event, etc)

Employer contacts, budget allocation, student assistants, rooms/space availability, faculty, PRD, Food Services, labour market information, marketing, program knowledge.

Date for Job and Career Fair is set approximately 9 months before event; timeframe for event is based on the academic timetable, employer recruitment timelines, and career/job fairs at other colleges and universities. Incumbent assigns tasks and deadlines to Student Services Assistant and student worker(s), as needed throughout the process.

Incumbent determines number of volunteers required for event and coordinates the recruitment thereof. Incumbent determines changes (e.g., format, dates, location, industries represented). Incumbent ensures balanced representation from most industries/programs to satisfy student needs. Event may need to be rescheduled at the last minute due to inclement weather which would affect the number of employers and students attending. The incumbent would advise employers, faculty, staff and students of the need to reschedule and would make all necessary arrangements.

#2 regular & recurring

List the project and the role of the incumbent in this activity.

What are the organizational and/or project management skills needed to bring together and integrate this activity?

Launching, planning, scheduling, coordinating the Student/Employer partnership network.

Evaluating and determining needs of students through research, faculty consultation, and feedback from employers, and in consultation with the Director.

Designing and planning meetings/events to align with academic schedule and where students are in their career planning

Organizing meeting space, dates, promotion/marketing and registration

List the types of resources required to Communication with faculty and students, rooms/space availability, labour market information, employer complete this task, project or activity. demands, academic schedule Student needs, academic schedule, schedule of events How is/are deadline(s) determined? from other departments. Incumbent determines any changes with consideration Who determines if changes to the project or to impact on students, faculty and other staff. Must be activity are required? And who determines responsive to student and faculty requests, employer whether these changes have an impact on feedback/demands, and labour market trends others? Please provide concrete examples. #1 occasional (if none, please strike out this section) List the project and the role of the incumbent in this activity. What are the organizational and/or project management skills needed to bring together and integrate this activity? List the types of resources required to complete this task, project or activity. How is/are deadline(s) determined? Who determines if changes to the project or activity are required? And who determines whether these changes have an impact on others? Please provide concrete examples.

5. Guiding/Advising Others

This section describes the **assigned responsibility** of the position to guide or advise others (e.g. other employees, students). Focus on the actions taken (rather than the communication skills) that directly assist others in the performance of their work or skill development.

Though Support Staff cannot formally "supervise" others, there may be a requirement to guide others using the incumbent's job expertise. This is beyond being helpful and providing ad hoc advice. It must be an assigned responsibility and must assist or enable others to be able to complete their own tasks.

Check the box(es) that best describe the level of responsibility assigned to the position and provide an example(s) to support the selection, including the positions that the incumbent guides or advises.

Regular & Recurring	Occasional	Level	Example
		Minimal requirement to guide/advise others. The incumbent may be required to explain procedures to other employees or students.	
		There is a need for the incumbent to demonstrate correct processes/ procedures to others so that they	The Incumbent advises students on all aspects of job search, resume/cover letter writing, and interview techniques.
X		can complete specific task.	Mock interviews are held, feedback is provided.
			Incumbent demonstrates use of various software to students, staff and faculty
X		The incumbent recommends a course of action or makes decisions so that others can perform their day-to-day activities.	The incumbent would decide how a job fair will work operationally which affects the other Career Services staff and faculty who would participate in such an event.
		The incumbent is an active participant and has ongoing involvement in the progress of others with whom he/she has the responsibility to demonstrate correct processes/procedures or provide direction.	
	Х	The incumbent is responsible for allocating tasks to others and recommending a course of action or making necessary decisions to ensure the tasks are completed.	The incumbent is responsible for coordinating the recruitment, and training, as well as overseeing the work of student employees for occasional events.

6. Independence of Action

Please illustrate the type of independence or autonomy exercised in the position. Consideration is to be given to the degree of freedom and constraints that define the parameters in which the incumbent works.

What are the instructions that are typically required	or provided at the beginning of a work assignment?
Regular and Recurring	Occasional (if none, please strike out this section)
General guidelines. Incumbent has autonomy for making decisions related to how day-to-day activities are carried out.	More instruction, regular meetings and communication to obtain direction from manager.

What rules, procedures, past practices or guidelines	s are available to guide the incumbent?
Regular and Recurring	Occasional (if none, please strike out this section)

The Career Services staff are all involved in conceiving an action plan which serves as a general guideline for policies and procedures. There are no policies or procedures in writing.	
Changing conditions and problems are dealt with utilizing skills and past work experience. Departmental procedures, federal and provincial legislation, guidelines for ethical recruitment from the Canadian Association of Career Educators & Employers, Ontario College Career Educators and college policies and procedures are available for reference as required.	

How is work reviewed or verified (eg. feedback from others, work processes, Supervisor)?				
Regular and Recurring	Occasional (if none, please strike out this section)			
Formal and informal meetings are conducted as the supervisor and the department collectively deems.	Project work is reviewed periodically and upon completion of project.			
Reports of activity progress are completed verbally or at meetings.				

Describe the type of decisions the incumbent will make in consultation with someone else other than the Supervisor?			
Regular and Recurring	Occasional (if none, please strike out this section)		
Discussion of topics of workshops, events, programming with faculty.	Co-worker consultation related to web site content and enhancement.		
	Co-worker consultation. E.g., invitations to employers for Job Fair, webpage contents.		
	Co-worker consultation on marketing efforts.		

Describe the type of decisions that would be decided in consultation with the Supervisor.		
Regular and Recurring	Occasional (if none, please strike out this section)	

Particularly challenging issues may be taken to manager or to larger group to search for solutions.

Problems are handled directly by the incumbent with the exception of situations that require supervisor input: e.g., significant budget issues, serious employer/student complaints, conflicting deadlines, major changes to marketing or website design, and items that are beyond the scope of this position.

Describe the type of decisions that would be decided by the incumbent. Regular and Recurring Occasional (if none, please strike out this section) Incumbent plays key role in determining employer activities and communication strategies so as to promote graduates from all post-secondary programs. Incumbent determines advice for students in identifying alternate career considerations. Content and topics for the delivery of student presentations and workshops Initiates proposed functionality, design and development of Career Services web site to supervisor and team Initiates and designs promotional materials. Develops materials for career education classes, and workshops. Schedules events, workshops and day-to-day activities. Creativity is supported as long as incumbent stays within the scope of the position, the mandate of the department and continues to meet departmental standards.

7. Service Delivery

This section looks at the service relationship that is an assigned requirement of the position. It considers the required manner in which the position delivers service to customers. It is not intended to examine the incumbent's interpersonal relationship with those customers and the normal anticipation of what customers want and then supplying it efficiently. It considers how the request for service is received and the degree to which the position is required to design and fulfil the service requirement. A "customer" is defined in the broadest sense as a person or groups of people and can be internal or external to the College.

In the table below, list the key service(s) and its associated customers. Describe how the request for

service is received by the incumbent, how the service is carried out and the frequency.

Information o	n the service	Customer	Frequency
How is it received?	How is it carried out?	1 	(D, W, M. I)*
Employment opportunities and job search assistance via email, in-person, phone drop-ins, and scheduled appointments.	1 to 1 advising and educating. Providing tailored solutions depending on needs presented	Students Grads/Alumni Faculty	Daily
	Email feedback	 	
	Phone Website inquires	 	! ! !
 	Workshop/classroom presentations		Weekly
Employer recruitment services (e.g., on campus recruitment, interview scheduling, resume collection, job fair and volunteer fair participation). Requests by telephone, email, in person, and by scheduled appointment.	Respond and deliver service requests for on campus visits (e.g., booking rooms, A/V requests, parking, hospitality, scheduling interviews, informing faculty/staff/students).	Employers Prospective Employers Faculty Students	Daily
Create and design programming addressing current and future needs in students' career preparation	Programming needs are identified through a number of combined activities including active research, focus groups and direct engagement with students, faculty, employers, and PACs.	Students, Faculty, Employers	Monthly

^{*} D = Daily W = Weekly M = Monthly I = Infrequently

8. Communication

In the table below indicate the type of communication skills required to deal effectively with others. Be sure to list both verbal (e.g. exchanging information, formal presentations) and written (e.g. initiate memos, reports, proposals) in the section(s) that best describes the method of communication.

Communication Skill/Method	Example	Audience	Frequency (D, W, M ,I)*
Exchanging routine information, extending common courtesy	Respond to employment inquiries, job postings, recruitment on campus, job search assistance (both written and verbal), formal presentations in classroom	Students Graduates Employers General Public Faculty and Staff	Daily
Explanation and interpretation of information or ideas	planation and Interpret and advise career appretation of information assessment results		Daily/Weekly
Imparting technical information and advice	Instructing on the online job posting system as well as online tools	Coworkers Faculty and Staff Employers Students Graduates	Daily
	1:1 Instructing/training on internet job searching, writing resumes and cover letters, portfolio development, interview skills, personal branding and marketing, and other career related topics.	Students	Daily
Instructing or training	Development of presentations/workshops that are both engaging and informative and targeted to specific audience	Students Employers	Monthly
Obtaining cooperation or consent			
Negotiating			

^{*} D = Daily W = Weekly M = Monthly I = Infrequently

9. Physical Effort

In the tables below, describe the type of physical activity that is required on a regular basis. Please indicate the activity as well as the frequency, the average duration of each activity and whether there is the ability to reduce any strain by changing positions or performing another activity. Activities to be considered are sitting, standing, walking, climbing, crouching, lifting and/or carrying light, medium or heavy objects, pushing, pulling, working in an awkward position or maintaining one position for a long period.

Physical Activity	Frequency (D, W, M, I)*				Ability to reduce strain		
		< 1 hr at a time	1 - 2 hrs at a time	> 2 hrs at a time	Yes	No	N/A
Sitting at desk and keyboard	D	 		Х	Х	 	
Carrying signage for events (e.g., Job/Career Fair, pop up events, service fairs, orientations, welcome days, special events)	М	х				Х	
Materials for presentations and workshops		i 	i ! ! !	i ! !	i ! !	i 	
Pushing/pulling	М	Х		 	Х		
Standing	W		Х	 	X	⊢· ! ! ! !	
		! ! ! !	 	 		 	

D = Daily VV = Vveekly IVI = Monthly I = Infrequen			D = Daily	W = Weekly	M = Monthly	I = Infrequent
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If lifting is required, please indicate the weights below and provide examples.

X	Light (up to 5 kg or 11 lbs)	Magazines, registration packages and other give- away items for Job Fair, display boards for Open House, flip-charts or A/V equipment for presentations
X	Medium (between 5 to 20 kg or 11 to 44 lbs)	Hop up, pull up, flag stands
	Heavy (over 20 kg or 44 lbs)	

10. Audio Visual Effort

Describe the degree of attention or focus required to perform tasks taking into consideration:

- the audio/visual effort and the focus or concentration needed to perform a task and the duration of the task, including breaks (eg. up to 2 hours at one time including scheduled breaks)
- impact on attention or focus due to changes to deadlines or priorities
- the need for the incumbent to switch attention between tasks (eg. multi-tasking where each task requires focus or concentration)
- whether the level of concentration can be maintained throughout the task or is broken due to the number of disruptions

Provide up to three (3) examples of activities that require a higher than usual need for focus and concentration.

Activity #1	Frequency	Average Duration		n		
	(D, W, M, I)*	Short < 30 mins	Long up to 2 hrs	Extended > 2 hrs		
Research labour market information D/W X						
Can concentration or focus be maintained throughout the duration of the activity? If not, why? Usually No – open office environment with frequent interruptions – no quiet area regularly available						

Activity #2	Frequency (D, W, M, I)*	Average Duration			
		Short < 30 mins	Long up to 2 hrs	Extended > 2 hrs	
Employer data (e.g. track in Excel and inputting into virtual career fair platform for job fair) verify data, create/edit contact lists)	W		Х		
Can concentration or focus be maintained throughout the duration of the activity? If not, why? □ Usually X No – open office environment with frequent interruptions – no quiet area regularly available					

Activity #3	Frequency (D, W, M, I)*	Average Duration				
		Short < 30 mins	Long up to 2 hrs	Extended > 2 hrs		
Developing and adjusting workshops	M		X	 		
Can concentration or focus be maintained throughout the duration of the activity? If not, why? Usually X No – open office environment with frequent interruptions – no quiet area regularly available						

^{*} D = Daily W = Weekly M = Monthly I = Infrequently

11. Working Environment

Please check the appropriate box(es) that best describes the work environment and the corresponding frequency and provide an example of the condition.

Working Conditions	Examples	Frequency (D, W, M, I)*
X acceptable working conditions (minimal exposure to the conditions listed below)	Office environment	D
□ accessing crawl spaces/confined spaces		
□ dealing with abusive people		
□ dealing with abusive people who pose a threat of physical harm		
□ difficult weather conditions		
□ exposure to extreme weather conditions		
□ exposure to very high or low temperatures (e.g. freezers)		
□ handling hazardous substances		
ם smelly, dirty or noisy environment		
X travel	Travel related to employer outreach and Frost Campus (bi-weekly)	W
□ working in isolated or crowded situations		
X other (explain)	Students occasionally become frustrated and may use derogatory language towards incumbent (e.g. students experience difficulties accessing online career resources)	ı

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