#### Trent University LogoEXEMPT JOB DESCRIPTION

**Job Title:** Assistant Director, Customer Engagement & Operations

**Job Number:** X-231 | VIP: 1069

**Band:** EXEMPT- 8

**Department:** Athletics & Recreation

**Supervisor Title:** Director, Athletics & Recreation

**Last Reviewed:**  July 7, 2023

#### **Job Purpose:**

Reporting to the Director, Athletics & Recreation, the Assistant Director, Customer Engagement & Operations provides primary leadership and strategic direction to support the business operations of the Athletics & Recreation Department, including financial management, technology and business systems, risk management, and facilities management. Additionally, the Assistant Director is responsible for developing and executing sales and customer engagement strategies that drive revenue performance, elevate customer service, and retain and grow the Athletics Centre customer base. This position leads the strategic planning and oversight in the areas of marketing, communications, sponsorship, special events, and community outreach to raise the level of awareness for Trent Athletics & Recreation and Trent Excalibur, both on and off campus to develop a strong revenue base to support the long-term financial stability of the department.

The Assistant Director is responsible for the overall planning, delivery, and performance of the Trent Athletics facilities, including the development of strategic and capital planning, facility resource allocation, major equipment acquisition, facility scheduling policies, revenue generation, and annual preventive maintenance strategies. As revenue generation is a key objective for Athletics & Recreation, the Assistant Director leads planning to optimize facility use that supports increased and diversified revenue sources from facilities, while balancing programming requirements to sustain high quality varsity and recreational programs for Trent students.

The Assistant Director develops strategic plans to ensure that information technology advancements, including integrated business systems, are in place to support effective business operations and ease of access for Trent students and the community.

The Assistant Director provides sound administrative management instilling best practices, policies, procedures, and processes that support the strategic objectives for the department. This position ensures that departmental operations function in a way that provides exemplary service and provides an outstanding experience for Trent students and the Peterborough community who utilize the Trent Athletics Centre.

The Assistant Director manages a team of seven (7) full-time OPSEU staff and approximately forty (40) student staff.

The position is responsible for providing support and guidance to all staff in the management of incidents and is available by phone outside of regular business hours and may be required to be on-site after hours for urgent issues that may arise.

#### Key Activities:

##### Organizational Leadership & Strategic Development

* Contributes to the development, implementation and evaluation of overall vision, strategy, and operational plans for the Department of Athletics & Recreation that support the university’s strategic and academic plans. Identifies and makes recommendations on opportunities for strategic change.
* Develops unit goals and annual operating plans that align with institutional and department strategic plans, priorities, and missions. Regularly assesses and monitors activities of staff in carrying out plan initiatives and modifies plans to incorporate assessment findings and staff feedback.
* Contributes to the development and review of the department’s organizational design to support future sustainability of the departmental operations.
* Liaises with appropriate internal departments at Trent to further key objectives (i.e. External Relations & Development, Communications, Facilities Management, Risk Management).

##### Facilities & Capital Projects

* Responsible for the management of all Athletics Centre indoor and outdoor facilities, inclusive of: Athletics Centre; 25 m pool; rowing/paddling tank; therapy pool; Justin Chiu artificial turf stadium; and beach volleyball courts.
* Develops short and long-term plans for Athletics & Recreation space development, facility renewal and replacement to provide for continuity of programs and services (working 5 to 10 years out). This includes restoration of indoor and outdoor facilities, maintenance, major equipment acquisition, tracking assets and inventory, managing renovations and deferred maintenance schedules, making recommendations on strategic facility management, operations, and maintenance schedules.
* Creates annual and long-term performance targets for facilities and services to optimize venue usage and revenue generation.
* Responsible for the development and review of facility standard operations procedures (SOPs) and ensures that all legislated requirements for facility and pool operations are effectively implemented and that facilities are operated in an effective, safe, and efficient manner.
* Is the primary lead and liaison with Facilities Management and the Project Management Office for major capital planning and building renovations.
* Develops and/or contributes to request for proposals (RFP) process and/or tendering processes for capital projects or renovations. Assesses proposals making appropriate recommendations to identify/minimize impact to programming and resources required from internal and external stakeholders. Reviews, monitors, and reports on progress of projects.

##### Budget & Business Development

* Provides strategic input in the development of annual and multi-year budgets to support the long-term financial operations of the department.
* Develops annual operating budget ($4M+) for department, in collaboration with Assistant Director, Sport & Student Engagement.
* Analyzes financial data for the annual operating budget, prepares monthly consolidated reports and monitors and forecasting revenue and expenditures, making recommendations on issues with a financial impact.
* Supervises the maintenance of financial accounts and records; oversees financial reporting and ensures that all year-end functions are completed.
* Oversees the development and ongoing maintenance of leasing agreements with tenants of the Athletics Centre, managing ongoing client relationships, resolving any conflicts or disputes, and liaising with legal and other resources as needed.
* Responsible for developing annual membership sales strategy and works with the Assistant Director, Sport & Student Engagement to identify new sales opportunities across all programs to build sustainable revenue streams.
* Develops analytics to measure sales across all program areas.
* Sets the strategic direction for the department’s marketing and communications plans, which includes the creation and execution of strategies that increase student and community engagement, and which raise the profile of the Trent Athletics Centre programs and services to drive revenue.
* Liaises with the university’s External Relations & Development Office to strategize and develop enhanced sponsor and donor opportunities to support Athletics & Recreation operations, including the growth of varsity sport and student recreation opportunities.
* Manages Athletics & Recreation Department sponsorship campaigns and special events, including the annual President’s Excalibur Golf Tournament, and leads special events for sponsor and donor recognition, including the annual Homecoming VIP Reception.
* Responsible for Athletics sponsor/donor relationship management and fundraising to support annual Green & White Scholarships (annual fundraising target of $75K).

##### Customer Engagement

* Manages the overall Customer Relationship Management (CRM) Strategy for the department, ensuring an integrated approach to customer engagement and that a high, consistent level of customer service is present.
* Develops key performance indicators and creates clear, actionable reports to enable continuous improvement and effectiveness.
* Oversees the development of customer feedback and communication channels (e.g., member advisory committees, member and student surveys, newsletters, etc.).
* Works with departmental supervisors to develop a collaborative approach to support the delivery of projects that provide real value, thereby attracting loyal customers, nurturing existing audiences and achieving business growth.
* Performs market analysis and monitors evolving trends by referencing published material, networks, trade association events etc.
* Establishes training programs and standards for the Athletics & Recreation Department focusing on overall customer engagement, sales, and operational efficiency.
* Ensures that key learnings happen for applicable customer feedback that translates into improved operational procedures or processes.

##### Business Operations

* Develops department-wide policies and procedures for administrative and financial processes, ensuring compliance with legislative requirements, university policies, and standard accounting procedures.
* Plans strategically to ensure that information technology advancements, including integrated business systems, are in place to support effective business operations and ease of access for Trent students and the community.
* Leads the implementation of recreation management software and negotiates and manages the ongoing contract relationship with the vendor.
* Manages the development of contracts for Athletics Centre user-groups, community members and other stakeholders, ensuring that the business properties of the Athletics & Recreation Department are protected.
* Oversees risk management for the department, ensuring that appropriate policies and procedures are in place, including the development and review of waivers.

##### Human Resources

* Directly hires, trains, and supervises seven (7) OPSEU staff and indirectly supervises forty (40) student staff.
* Develops job descriptions and interview questions.
* Creates an effective team with clear roles, responsibilities, and tangible goals.
* Oversees and manages the work of employees, providing strategic and tactical advice, guidance, and coaching.
* Examines and implements staffing, job descriptions, and pay structures for student employment within the department. Ensures student employment recruitment, training, compensation, and supervision practices adhere to institutional guidelines and laws, and align with departmental goals.
* Establishes procedures pertaining to the hiring, training, and supervision of student employees. Ensure supervisory practices are consistent with institutional practices and legal requirements.
* Meets regularly with direct reports to set objectives for work-plan; provides regular coaching to support staff in achieving their goals; acts as a resource to problem-solve on a variety of issues. Conducts annual performance reviews.
* As needed, acts on behalf of the Director, Athletics & Recreation and provides support and leadership to all staff in Athletics & Recreation.
* Acts in the absence of the Assistant Director, Sport & Student Engagement.

##### Other

* Represents the Athletics & Recreation Department on a variety of institutional committees and working groups.
* Is available and provides support and guidance to all staff in the management of incidents and is available by phone and e-mail after hours and on weekends to support emergent issues, including facilities emergencies. This includes statutory holidays and the university’s administrative break when the Athletics Centre remains open.
* Due to the nature of the Athletics & Recreation operations, some evening and weekend work is required.

#### Education Required:

* Honours Bachelor’s Degree (4 year) in Business Administration or a related discipline.
* Master’s Degree preferred.

#### Experience/Qualifications Required:

* Minimum seven (7) years of related experience, including management experience at a senior level.
* Minimum five (5) years of experience focusing on workplace operations and/or in facilities management.
* Depth of experience managing a dynamic large staffing team.
* Strong creative, strategic, analytical, and organizational skills.
* Demonstrated experience developing strategies for and executing sponsorship servicing.
* Ability to plan and manage at both the strategic and operational level in a fast-paced, multi-faceted environment.
* Strong financial management skills with experience in developing and overseeing complex budgets.
* Ability to manage multiple projects, with attention to details and deadlines.
* Strong verbal and written communication skills, including group presentations.
* Experience in a computerized work environment using a variety of word processing and technical software packages; must be proficient in the use of Microsoft Excel and be able to produce customised reports from both systems.
* Good interpersonal skills as well as tact and discretion.
* Demonstrated skills in, and commitment to, customer engagement and continuous business improvement.
* Commitment to working with shared leadership and in cross-functional teams.

#### Supervision:

* SB-074 Coordinator, Facility & Pool Operations (1 OPSEU full-time - days)
* SB-086 Assistant Pool Operator (35 hours per week) (1 OPSEU full-time – evenings/weekends)
* SB-086 Assistant Pool Operator (28 hours per week) (1 OPSEU part-time – evenings/weekends)
* SO-451 Finance & Facility Booking Coordinator (1 OPSEU full-time - days)
* A-249 Marketing & Communications Assistant (1 OPSEU full-time - days)
* A-320 Sales Guest Experience Agent (1 OPSEU full-time – days/evenings/weekends)
* A-416 Sales & Special Events Guest Experience Agent (1 OPSEU full-time – days/evenings/weekends)

**Job Evaluation Factors:**

##### Analytical Reasoning

Complex analytical reasoning is applied to strategic planning and management, including key performance indicators (KPIs); budget and human resource allocations and management; risk and issues management; sponsor negotiation and management; and general administration.

Examples:

* Contributing to Athletics & Recreation Department strategic plan
* Developing and analyzing departmental budgets; budget forecasting and reduction scenarios.
* Event planning
* Strategic planning skills and the ability to conceptualize and propose new initiatives.
* Sponsorship development.
* Recruitment, orientation, management, and evaluation of personnel
* Cultivation and negotiation of sponsor/donor interests.
* Contract negotiations with external stakeholders and tenants.
* Policy development

##### Decision Making

This position has significant decision-making authority for all accountabilities related to management of Athletics & Recreation facilities, pool operations, financial management, sales and customer engagement, sponsorship, and marketing and communications.

These types of decisions include facility closures due to safety issue (i.e. pool closure due to low chlorine levels); facility repairs and equipment purchases and investments; capital projects; staffing decisions; business process decisions related to resource generation and allocation; workload/priority management; sponsor/donor relationship management; and budget management. This position makes recommendations to the Director, Athletics & Recreation, about opportunities that impact on the department overall.

##### Impact

Actions or decisions taken by the Assistant Director impact upon the accomplishment of portfolio objectives as well as the department as a whole:

* Ability to maintain continuity and safety of facility operations to mitigate risk; maintain student and customer satisfaction; and maintain revenue.
* The effectiveness of the sales and marketing strategy will have direct impact on revenue generation.
* Effectiveness of sponsorship will have direct impact on ability to support varsity student-athletes through the Green & White Scholarships.
* Issues with facility operations and maintenance can lead to risk issues; lost revenue; lost confidence by customers; reputational damage.
* Ability to effectively engage customers and build loyalty and retention will greatly improve revenue streams to meet budget targets as an ancillary department.
* Ability to oversee risk management effectively to mitigate risk to the department and institution, i.e., sport and athletic activities are high risk.

##### Responsibility for the Work of Others

Indirect Responsibility for the Work of Others:

Student Employees – approximately 40

In the absence of the Director, Athletics & Recreation or Assistant Director, Sport & Student Engagement, assume responsibility for all departmental staff (12 OPSEU); 100 student staff; 40 coaches.

##### Communication

This position requires the ability to communicate in an effective and professional manner to be able to deliver:

* Written reports for Director; VP, Finance; PVP; Board of Directors
* Presentations for sponsorship support.
* Member communication to support customer retention.
* Marketing campaigns – content and sales pitch.
* Written communication for website and press releases.
* Verbal – speaking at special events including sponsor/donor recognition events; President’s Excalibur Golf Tournament.
* Ability to demonstrate tact and discretion when dealing with sensitive and confidential situations.
* Ability to represent the department and institution in a professional manner; ability to adapt communication style to suit different audiences.
* Effective communication with staff to provide direction in a clear, concise manner – staff meetings, staff training.
* Development of policies and procedures.

##### Motor/Sensory Skills

* Keyboarding - Working at workstation throughout day, large volume of e-mails. Working on large spreadsheets of financial information.
* Verbal - Need the ability to articulate messages clearly.
* Visual - Attention to fine detail as part of financial management.
* Active listening - Required to have a high level of listening, comprehension, and two-way communication skills.
* During events there is the potential for extensive standing, lifting, carrying and/or handling objects as some physical lifting of supplies and set up will be required.

##### Effort

Mental:

* Concentration - Complexity of analytical work requires long periods of concentrated mental effort.
* Multi-tasking - Requirement to meet multiple critical deadlines in a fast paced, changing environment in a role that has multiple areas reporting to it with priorities that are quite different.
* Listening to and assessing staff concerns and questions.
* Developing and implementing Policy and Procedures
* Frequent disruptions during the working day as issues may arise on a daily basis that require changing priorities.

Physical:

* Mobility required to move throughout the Athletics Centre and outdoor spaces.
* Ability to enter the pool mechanical room (noise of machinery); pool deck with high humidity; outdoor spaces in cold weather.
* Desk work - can lead to soreness and stiff muscles, extensive keyboarding can lead to carpel tunnel issues.
* During events, there is the potential for extensive standing, lifting, carrying and/or handling objects as some physical lifting of supplies and set-up will be required.

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##### Working Conditions

Psychological:

* On-call 24/7, 360 days per year in case of off-hours emergencies.
* Dealing with facility failures which require unplanned closures with short notice. This happens with the pool with some regularity. Urgency to issue communication to all stakeholders and staff within a timely manner to avoid upset.
* Can be stressful, dealing with customer complaints such as community members. Tenants or rental groups (angry and frustrated stakeholders).