PEA Job Description

1. Position Identification

<table>
<thead>
<tr>
<th>Position Number</th>
<th>998747</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title</td>
<td>Manager, Printing Services</td>
</tr>
<tr>
<td>Department</td>
<td>Student Affairs</td>
</tr>
<tr>
<td>Reports to</td>
<td>Campus Services Director</td>
</tr>
<tr>
<td>Number of Direct/Indirect Reports</td>
<td>Direct_1__ Indirect_11-15__</td>
</tr>
<tr>
<td>Classification Level</td>
<td>SG12</td>
</tr>
<tr>
<td>Last Updated</td>
<td>June 2018</td>
</tr>
</tbody>
</table>

2. Position Summary

Printing Services, a unit within the larger Division of Student Affairs, is a full service print shop capable of filling most of the printing needs of the university community. As part of Student Affairs, the unit is committed to supporting staff, faculty, student, and departmental success.

As the Manager of Printing Services, with primary responsibility for Blink Print, this position holds full responsibility for a wide range of activities: business planning, financial and human resources, safety, facility compliance, program development and service delivery. This position will also provide institutional support to campus staff and faculty to provide print related output including oversight of the institutional photocopier program and fleet.

Reporting to the Director, Campus Services, the Manager of Printing Services is accountable for the overall leadership, vision and management of the unit's programs and services, and for ensuring that its operations are aligned with Student Affairs and the overall objectives within the University’s Strategic Framework. This position will be required to oversee the recruitment and retention planning for staff, training of all areas within the department including: accounting, office management, customer service, purchasing, wide format printing, laminating, plotting and finishing as well as offset and digital printing, prepress and copying services. The position will oversee quality control, computerized production management, variable data technology, on-line ordering, client relations, and provide input for optimization of campus wide document management.

3. Key Responsibilities and Expectations

<table>
<thead>
<tr>
<th>Key Responsibilities</th>
<th>Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of time</td>
<td></td>
</tr>
<tr>
<td>Human Resources Management</td>
<td>• Oversees the recruitment and retention planning for staff in Printing Services</td>
</tr>
<tr>
<td>30%</td>
<td>• Develops and implements a comprehensive labour management strategy that minimizes costs while maintaining appropriate staffing levels</td>
</tr>
<tr>
<td></td>
<td>• Oversees the use of vacation time and or overtime to ensure the unit’s salary liability is minimal</td>
</tr>
<tr>
<td></td>
<td>• Sets performance expectations for PEA position and oversees performance plans for all positions</td>
</tr>
<tr>
<td></td>
<td>• Oversees staff succession and progression planning</td>
</tr>
<tr>
<td></td>
<td>• Manages and responds to issues related to the Union</td>
</tr>
<tr>
<td></td>
<td>• Conducts regular communications, planning and strategy meetings with staff</td>
</tr>
</tbody>
</table>
- Oversees staff scheduling, payroll, evaluating job performance, conducting performance appraisals and coaching
- Ensures that staff are provided with opportunities to receive communication about and are offered feedback regarding the unit
- Leads and supports key opportunities for staff recognition
- Directs the development of service excellence goals and standards of care to be maintained within the organization

**Operational 30%**

- Responsible for the day-to-day operations of Printing Services and Blink Print to ensure alignment with Student Affairs and the overall objectives within the University’s Strategic Framework
- Ensures office, prepress and pressroom staff are aligned to maximize overall operational efficiency
- Oversees workflow to ensure deadlines can be met based on work volumes and jobs already in progress.
- Assesses and approves all equipment purchases including system additions and software upgrades
- Ensures alignment between Printing Services and Blink Copy to optimize business efficiencies
- Oversees an automated print submission and document management system addressing the needs of faculties and departments
- Meets with equipment and software vendors to negotiate click and service rates and levels
- Validates production methods and procedures to establish time usage and overhead assessment to individual production areas and service
- Oversees communication and marketing channels to University community regarding institutional printing

**Financial 30%**

- Forecasts revenue and expenditures, and develops and administers a budget in excess of 1.3 million within 2 business operations, to meet the unit’s annual and long-range financial planning goals
- Determines and implements short-term and long-term financial objectives
- Develops financial strategies by analyzing sales, inventory (paper and toner) levels and expenditures
- Develops and maintains the financial controls/procedures for Printing Services and Blink Print
- Oversees purchasing and servicing of all print production equipment (over $2 million in production equipment)
- Advises on use of reserve funds for major capital expenditures
- Implements annual equipment renewal plans working closely with Director, Campus Services within sustainable budget model

**Student Affairs participation 10%**

- Takes an active role working with colleagues from within the Campus Services portfolio and the broader Student Affairs division to achieve unit goals
- Works with Campus Services colleagues on collaborative initiatives that focus on strong service delivery that positively impact the student experience
- Actively participates in all Campus Services leadership meetings and all related leadership development initiatives
4. Classification Factors:

Problem-Solving:
- Adept at solving complex and variable problems that will include critical thinking and judgment to help identify workflows that are cost efficient as measured against service and profitability
- Problems require judgment, interpretation and modifications of procedures and policies (e.g. adherence to institutional print strategy to ensure compliance)
- Primary responsibility for analyzing workflow, technology and software purchases that have critical impact on operation

Responsibility for Financial & Material resources:
- Responsibility for the planning, administration and maintenance of a large budget ($1.3 million), related facilities, equipment and material resources within an ancillary operation
- Oversees the University photocopier fleet program (200 units) to ensure lowest cost per copy via the Provincial Government’s ASDT initiative
- Financial controls of $700K in operational expenses

Responsibility for Human Resources:
- Direct, formal supervision of Printing Services staff including 1 full-time PEA, and indirect supervision of 9 full time staff, 1 part-time staff and a pool of 2-4 casual CUPE 951 staff
- Primary responsibility to resolve labour/management issues in collaboration for all staff in Printing Services, with UVic Human Resources, CUPE 951 and PEA

Impact of Decisions and Actions:
- Is the key decision maker within the unit with decisions affecting the unit’s profitability and services that are delivered to the University Community
- This position will have final authority over all programs and services delivered within Printing Services

Independence:
- Works independently, with weekly/monthly direction from the Director, Campus Service.
- Considerable latitude in selecting work methods within general practices, procedures and policies
- Develops and applies appropriate policies and procedures
- Determines the priority of issues as they arise and implements correct course of action to rectify any issues

5. Summary of qualifications:

Relevant undergraduate degree and 5 years of related work experience including:
- Working in a printing environment that includes both digital and conventional printing.
- Office administration, project management and business analysis.
- Supervision, training and recruitment of unionized staff

An equivalent combination of education and experience may be considered.

Knowledge requirements include:
- Expertise in printing equipment and print software

In addition this position requires:
- Ability to analyze complex and variable situational problems, as well as critical thinking and judgment to resolve complex issues (hardware and software)
- Ability to manage fluctuating workload with changing priorities and numerous interruptions
- Strong written, verbal, non-verbal communication and inter-personal skills
- Dedication to continuous learning and improvement and willingness to maintain a high level of expertise in print industry
- Commitment to service and ability to work effectively in a changing and innovative institutional environment
- Knowledge of budgeting, cost estimating and fiscal management principles and procedures
- Ability to build and maintain productive working relationships with all stakeholders
- Ability to work independently and collaboratively in a team environment
- Ability to work effectively with a diverse population and with all levels of university personnel
- Ability to write business plans and strategy documents
- Demonstrated administrative and organizational skills
- Demonstrated leadership, supervisory skills and the ability to inspire a team

Assets or Preferences:
- Familiarity with UVic systems including: Banner, FAST, WebReq, FAMIS and Cascade

<table>
<thead>
<tr>
<th>Employee's Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Manager's/Supervisor's Signature</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>