

## POSITION DESCRIPTION

### 1. General Information

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**Position Title:** Chief Administrative Officer

**Position Number:** 100488

**Faculty / Service and Department:** Medicine

**Position Reports to (Title):** Dean

**Effective Date:** May 14, 2007

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### 2. Position Purpose

This section provides a brief but specific statement of why the position exists. The statement should give the reader an immediate impression of the primary purpose for including the job in the organization. The statement should be one or two sentences in length and should clearly distinguish the fundamental orientation of the job.

Foster an unwavering reverence for initiative, innovation and customer service throughout the organization.

Provide strategic and operational leadership in the planning, development and implementation of the Faculty's academic and non-academic activities so as to optimize access to all potential revenue sources and ensure proper and efficient management of all resources.

### 3. Specific Accountabilities

Provide a brief, but complete statement (two to three lines) describing each of the major responsibilities for which this job is held accountable. Best practices suggest most jobs at the managerial level have between 6 to 10 accountabilities. **Remember** to start with an action verb and to indicate the end result to be achieved (What and Why).

1. Provide strategically aligned and holistic human resource management, financial/risk management and resource prioritization advice to the Dean, Vice-Dean Research, Executive Leadership Team, Finance Committee, Research Resource Optimization Committee, Educational Cross-Functional Team, Clinical Department Chairs Committee and the Basic Sciences Chairs Committee on all matters that have legal, audit compliance, labor relations, health and safety, physical space allocation/renovation/construction and program implications to strengthen decision-making processes.
2. Provide strategic advice and linkage to the Alternate Funding Program with the Ottawa Hospital Academic Medical Organization (i.e. TOHAMO) and numerous clinical Practice Plans and Registered Partnerships to enhance clinical research investment opportunities.
3. Work collaboratively with partner institutions ( i.e. teaching hospitals and research institutes )in formulating solutions to legal, financial, human resource management and physical space allocation/construction issues having cross jurisdictional boundaries to identify sustainable solutions which best support the teaching and research missions.
4. Formulate senior government advocacy strategies to generate new undergraduate and postgraduate student BIU revenue streams and research grants for the benefit of the University of Ottawa and the Faculty.

5. Formulate UMRF leveraging strategies in collaboration with clinical Practice Plans and Registered Partnerships to enhance clinical research investment opportunities.
6. Negotiate agreements with the Department of National Defense, NOSM, TOH and CHEO to generate external revenues for the benefit of the University of Ottawa and the Faculty.
7. Plan, organize and control the activities of major multifunctional areas by allocating and coordinating the work flow among eleven direct report operating managers to ensure services are delivered in a collaborative, competent and customer-oriented manner. Manage the functional areas of direct report recruitment, evaluation, career development and succession planning.
8. Conduct periodic operational reviews and business process re-engineering analyses to ensure the efficient and effective management of program specific resources and systems.
9. Provide emergency planning, response and business continuity advice to the Dean in support of the teaching and research missions.
10. Déterminer le financement nécessaire pour chacun des projets de rénovation et/ou construction et négocier avec les usagers et les représentants du Service des immeubles afin d'assurer un rendement satisfaisant entre les besoins et les investissements financiers requis.
11. Elaborer et mettre en place des politiques, des procédures et des programmes facultaires (plan d'urgence, plan de continuité, équipe d'intervention, etc.) afin de protéger la santé et la sécurité des employés de la Faculté et assurer le respect des lois provinciales et fédérales en matière de santé et de sécurité au travail.
12. Superviser le développement des initiatives stratégiques dans le domaine de l'informatique afin de s'assurer que la Faculté dispose de laboratoires d'enseignement et des infrastructures requises pour le bon déroulement de ses activités d'enseignement et de recherche.
13. Assurer le développement de stratégies de marketing afin de rencontrer les objectifs et le plan stratégique permettant d'augmenter la visibilité et le positionnement de la Faculté favorisant le recrutement d'étudiants et permettant d'améliorer la qualité de l'enseignement et de la recherche.
14. Participer activement au processus de planification stratégique en fournissant des analyses détaillées quant aux besoins en matière de ressources pour appuyer les différentes initiatives de la Faculté.
15. Analyser les structures organisationnelles des unités de la Faculté, recommander des améliorations, procéder à la réaffectation des ressources et implanter les changements proposés afin d'assurer un service efficace et efficient à l'ensemble de la communauté universitaire.

#### 4. Knowledge, Experience and Skills

Describe the knowledge, education (or equivalence), experience and skills required to achieve the results expected of this position. Remember to provide the "true" requirements for the position to perform at fully acceptable levels, not other "nice to have's".

The work requires:

- Professional accounting designation (CA, CMA or CGA)
- Professional administration designation
- Emergency management & response certification
- Occupational health & safety certification
- 10 years of general management experience functioning in the capacity of a Chief Administrative Officer
- 10 years of statutory financial management experience functioning in the capacity of a Chief Financial Officer or Treasurer.
- Connaissances théoriques et pratiques solides des ressources humaines et de la gestion financière habituellement acquises dans le cadre d'une formation universitaire et plusieurs années d'expériences dans le domaine.
- Connaissance des principes, des pratiques et des marches à suivre en matière de planification stratégique en vue de diriger et d'orienter l'établissement des plans à court et à long terme.
- Connaissance approfondie et expérience en élaboration et mise en œuvre de politiques et de stratégies touchant l'ensemble de l'organisation.
- Habiletés à la résolution de problèmes, à la prise de décisions et la capacité à travailler sous pression.
- Aptitude en communication interpersonnelle et en négociation.
- Bilinguisme (expression orale et écrite)

#### 5. Direct Reporting Relationships

Describe the positions that **report directly** to this job (if any) and the main purpose of each role.

To provide additional clarity, please attach the organization chart for the group.

Direct Reports (use position titles)	Describe the main purpose/role of each report	Total number of FTEs reporting to this direct report

Financial Services Manager	Manage the Finance Department	17
Human Resources Manager	Manage the Human Resources Department	8
Grad Office Administrator	Manage the Graduate Studies Office	7
Medical Education Operations Manager	Manage the Medical Education Office	29
Postgraduate Office Administrator	Manage the Postgraduate Office	4
Communications Office Manager	Manage the Communications team	2
Autoclave/CL3 Manager	Manage the Autoclave Service team	4
Facilities Manager	Manage the Facilities team	2
Health, Safety & risk Manager	Manage the Environmental Health and Safety team	2
Research Office Manager	Manage an Administrative Assistant	1
Administrative Assistant		N/A
IT Manager	Manage the IT team	21

## 6. Other Working Relationships

Describe the most significant internal and external contacts, other than with the supervisor and subordinates. Show the end result or ***purpose*** of these working relationships including the frequency of such interactions.

<b><u>Contact</u></b>	<b><u>Purpose/Result of Contact</u></b>	<b><u>Frequency</u></b>
Dean	Provide strategic advice re: emergent issues and review operational results to ensure alignment with the teaching and research missions.	<i>Weekly</i>
HR Manager	Provide strategically aligned, innovative and customer-oriented HR services to academics, managers and supervisors.	<i>Weekly</i>
Finance Manager	Control financial resources in a strategically aligned, audit compliant, innovative and customer-oriented manner.	<i>Weekly</i>
UofO Emergency Coordination Team	Manage emergency planning and response resources in a strategically aligned and coordinated manner.	<i>Weekly</i>

<b>Contact</b>	<b>Purpose/Result of Contact</b>	<b>Frequency</b>
Executive Leadership Team – Dean, Vice-Dean, Associate Deans and Assistant Deans.	Clarify academic program objectives and manage associated human, financial and physical resources in a cost effective and efficient manner.	<i>Bi-weekly</i>
COOs & CFOs, Research Institutes & Hospitals	Manage human, financial and physical space resources in a strategically aligned and collaborative manner.	<i>Bi-weekly</i>
Research Resource Optimization Committee	Manage human, financial and physical space resources in a strategically aligned and collaborative manner.	<i>Bi-weekly</i>
RGN Construction Management Team	Manage construction processes in an accountable, coordinated and customer-oriented manner.	<i>Bi-weekly</i>
Faculty Advisory Board	Provide strategic advice re: emergent issues.	<i>Monthly</i>
Clinical Department Chairs Committee	Provide financial, administrative and human resources management advice in support of the teaching and research missions.	<i>Monthly</i>
Basic Sciences Chairs Committee	Provide financial, administrative and human resources management advice in support of the teaching and research missions.	<i>Monthly</i>
Medical Education Cross Functional Team	Provide financial, administrative and human resources management advice in support of the teaching and research missions.	<i>Monthly</i>
Senior Management Team	Foster initiative, innovation and an unwavering respect for customer service to support teaching and research missions.	<i>Monthly</i>
Supervisors Committee	Manage human resources in a strategically aligned and collaborative manner.	<i>Monthly</i>
Health and Safety Committee	Provide strategic advice re: emergent issues.	<i>Monthly</i>
CAOs Committee	Manage human, financial and physical space resources in a strategically aligned and collaborative manner.	<i>Monthly</i>
Vice-President, Resources, UofO	Manage human, financial and physical space resources in a strategically aligned and collaborative manner.	<i>Monthly</i>

<b>Contact</b>	<b>Purpose/Result of Contact</b>	<b>Frequency</b>
Faculty Council	Provide strategic advice re: emergent issues.	<i>Quarterly</i>
Finance Committee	Chair committee, provide strategically aligned financial advice in response to emergent financial trends, and formulate consensus- based committee recommendations.	<i>Quarterly</i>
Facilities Management Committee	Manage physical space resources in a collaborative and customer-oriented manner.	<i>Quarterly</i>
Program Administrators, MOHLTC & MTCU & Clinical Department Business Managers	Manage human, financial and physical space resources in a strategically aligned and collaborative manner.	<i>Quarterly</i>
ACVS Management Committee	Provide strategic advice re: emergent financial issues.	<i>Semi-annual</i>
Director, American Association of medical Colleges	Annual financial report	<i>Annually</i>
Director, Canadian Association of Medical Colleges	Annual financial report	<i>Annually</i>

## 7. Key Issues and Challenges

This section provides a clear, concise overview of two or three priority elements of the job that illustrate significant challenges, or the priority issues or initiatives that form part of these challenges. The intent is to provide insights into what might be described as the highest **recurring** level of complexity dealt with in the position. Also specify what assistance or support is available to address these matters (e.g. policies, procedures, guidelines, standards, precedents, advice, etc.).

Un des principaux défis de ce poste consiste à quantifier les ressources nécessaires pour soutenir la croissance de la Faculté au fil du temps. Le titulaire du poste doit cerner et analyser les données et les tendances telles que les prévisions sur la croissance du nombre d'étudiants dans un domaine particulier, l'émergence de nouveaux programmes, les opportunités de financement du gouvernement, les plans de rénovation et le développement des installations, le financement de la recherche, etc, tout en tenant compte de la vision globale, des objectifs et des plans de l'Université et de la Faculté et ce, dans le cadre des limites budgétaires fixées. Le titulaire doit transposer ces renseignements en une série de plans stratégique et opérationnels à moyen et à long terme et recommander à la Faculté les Stratégies d'interventions privilégiées.

Works closely with partner institutions (i.e. teaching hospitals and research institutes) to formulate strategically aligned solutions to issues having cross jurisdictional boundaries (i.e. TOH/UofO Simulation Centre, Riverside Family Medicine clinic, Pembroke Family Medicine Clinic, Bruyère Family Medicine Clinic) from a legal, financial and academic program delivery perspective.

## 8. Dimensions

Jobs have an impact on functions, programs or the operations of organizational units. Dollars and other quantifiable numbers have been proven to be the most widely applicable “proxy” for measuring the size and scope of the function, units, programs or operations impacted by each job. Please provide 2-3 examples for illustrative purposes of areas where your job has an impact. (Suggestions include: FTEs, operational budget, other metrics)

Human Resources:		Financial:	
- Support staff – UofO	122	Operating Budget	\$45M
- Support staff – grants	325	Research & Trust Budget	\$123M
- Academic staff -	1468	Endowment	\$3.9M
- Other	300	Capital Reserve	\$8.8M
		FM/UofO Debt (50/50)	\$36.8M
		PAIRO Budget	\$32M
Organizational:			
- Department – Basic Science	4		
- Clinical Science	11		
- Divisions	32		
- Ancillary Services	3		
- Major affiliated teaching hospitals	5		
- Research institutes	6		

## 9. Working Environment and Conditions

### **i. Physical Effort**

*This sub-factor involves the physical effort and/or strain (i.e. sitting, standing, keyboarding, lifting) on the standard jobholder in performing the job to the required standard.*

Jobs may require levels of physical activity that vary in intensity, duration and frequency, or any combination of these factors, which produce physical stress or fatigue.

Il faut maintenir en tout temps un haut taux de concentration afin d'être précis et consistant dans l'application des directives, des règlements et des politiques.

Il faut être flexible dans l'exercice de nos fonctions et cela en tout temps étant donné que l'on touche divers domaines d'expertises.

Il faut répondre dans un délai raisonnable aux exigences des divers domaines dans le but de faire avancer les projets. Un grand nombre d'intervenants sont dépendant de nos décisions afin de faire avancer leurs dossiers.

Finalement, il faut être flexible au niveau de notre horaire de travail et être disponible à travailler de longues heures de travail, assez régulièrement, dans le but de faire avancer les projets.

### **ii. Physical Environment**

*This sub-factor involves the degree of exposure to Environmental factors (i.e toxic or unpleasant fumes, extremes of temperature, and unavoidable exposure to hazardous substances, equipment, and/or situations) required to do the work.*

Jobs may require progressive degrees of exposure of varying intensities, durations and frequencies to unavoidable environmental factors which increase the risk of accident, ill health, or discomfort. Please identify the unavoidable environmental conditions that may affect the job holder's work and health. Provide specific examples for each.

Le travail est effectué dans un bureau fermé ; il faut assister fréquemment à des réunions dans des salles de conférences à différents endroits chaque mois.

### **iii. Sensory Attention**

*This sub-factor involves the level of sensory attention (i.e., seeing, hearing, smelling, tasting, and touching) required during the work process.*

It refers to the extent to which concentrated levels of sensory attention are required during the work process that vary in intensity, duration and frequency. Examples include: listening at meetings, auditing, inspecting, monitoring video display terminals, proof-reading, or listening to tapes on a dictaphone.

Le travail exige une forte concentration visuelle pour analyser des rapports de données et de tendances (1 à 2 heures/jour). Le titulaire du poste consacre une bonne partie de la journée à participer à des réunions où le sens de la vue et de l'ouïe sont utilisés pour écouter et observer les réactions aux sujets discutés.

### **iv. Mental Stress**

***This sub-factor involves the degree of exposure to factors inherent in performing the job, which increase risk of such things as tension or anxiety.***

It refers to progressive degrees of exposure of varying intensities to factors inherent in the work process, which increase the risk of tension or anxiety. Examples of such factors include: pressures related to the job, the requirement to work to strict deadlines, repetitious nature of the work, dealing on a regular basis with confrontational situations, working within competing priorities over which the job holder has little or no control.

Le titulaire a des interruptions fréquentes.

Le titulaire du poste doit transiger avec des personnes difficiles et des personnes de plus en plus exigeantes.

La titulaire du poste a l'obligation d'appliquer, sur une base régulière, les règlements et les politiques.

Le titulaire du poste doit régler fréquemment des situations conflictuelles et faire face à un niveau de stress élevé.

**10. Signatures:**

Position Title:

Position Number:

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Incumbent

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Date

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Immediate supervisor

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Date

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2<sup>nd</sup> level of approval

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Date